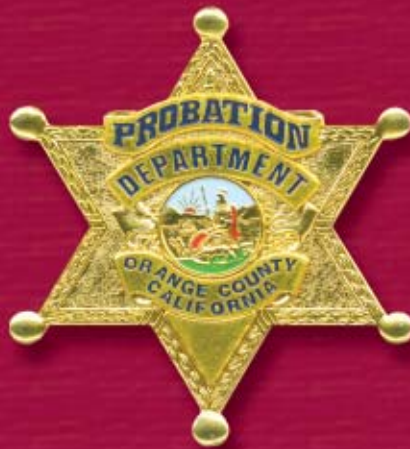


ORANGE COUNTY PROBATION DEPARTMENT



2004 BUSINESS PLAN

STEPHANIE LEWIS
CHIEF PROBATION OFFICER



**ORANGE COUNTY
PROBATION DEPARTMENT**

**2004
BUSINESS PLAN**

MISSION STATEMENT

Probation protects the community by conducting investigations for the court, enforcing court orders, assisting victims, and facilitating the resocialization of offenders.

**STEPHANIE LEWIS
CHIEF PROBATION OFFICER**



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PROBATION DEPARTMENT

March 22, 2004

To our readers:

The Orange County Probation Department's 2004 Business Plan offers an overview of the many criminal justice services the department provides to the residents of Orange County. I hope you will take time to review our plan and learn more about the many values we bring to the community. Each day our deputies are hard at work in neighborhoods throughout Orange County, helping to contribute to a safer environment where we can all feel more comfortable to live and work. However, most citizens have little awareness as to the specific contributions made by these dedicated officers. For example, did you know that probation officers supervise thousands of criminal offenders spread across every city in Orange County? Did you know probation staff collected more than \$4 million last year to repay debts owed to victims of crime?

We have made progress in many areas over the past year. Juvenile justice programs have continued to be strengthened by funds from the Crime Prevention Act. Ten programs operating with collaborative partners provide a strong continuum of services for at-risk juveniles in Orange County. We have begun to realize results from our investment in technology. The use of voice dictation technology reduced the need for clerical support in the production of juvenile and adult court reports, allowing clerical redeployment to other functions. Progress was made in moving toward an automated Integrated Case Management system.

Every year there are challenges to face, and 2003 was no exception. Budget shortfalls on the state and local levels, combined with the mandated responsibilities associated with the high volume of PC 1210 (or Proposition 36) cases, forced the department to reorganize many field supervision units and create monitored caseloads. Additional budget difficulties are expected in 2004. While further reductions will not be easy, the department will continue to place the highest priority on public safety to ensure Probation's core programs remain intact. Our staff and volunteers are key to carrying out our mission. I am proud of the way our workforce responded to the 2003 challenges, and I have no doubt they will face 2004 with the same dedication and courage.

For more information about our programs, please visit the Probation Department's web site at www.oc.ca.gov/probation.

Sincerely,

Stephanie Lewis
Chief Probation Officer

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I. EXECUTIVE SUMMARY

MISSION STATEMENT:

Probation protects the community by conducting investigations for the court, enforcing court orders, assisting victims, and facilitating the resocialization of offenders.

The Orange County Probation Department is a criminal justice agency that has been a part of Orange County's continuum of criminal justice services for ninety-five years. Probation's primary focus is on adult and juvenile offenders who are charged with or convicted of crimes. *Probation* means the conditional release of an offender under specific terms ordered by the court. Under the supervision of the Probation Department, offenders are given the opportunity to redirect their lives and make restitution to their victims.

The Probation Department has a \$127.1 million budget and a highly trained staff of 1,470 regular employees, 102 extra-help employees, and 646 volunteers to support its mission. The following three strategic goals have been established to accomplish the mission:

Goal # 1: Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.

The Probation Department prepares investigative reports and other documents that aid judges in reaching appropriate court dispositions in the juvenile and criminal courts. The clients for this goal are the judges and commissioners of the Orange County juvenile and criminal courts. It is essential that they receive accurate, thorough, and timely information to assist them in making detention and sentencing decisions. Strategies to accomplish this goal include (1) effectively using automation and technology in the production of court reports, (2) completing timely/thorough investigation reports, (3) submitting information regarding probation violations to the court, and (4) collaborating with the Social Services Agency on mutual juvenile investigation cases.

Goal # 2: Provide protection to the community by managing Orange County's adult and juvenile probation population.

The Probation Department provides protection to the community by ensuring that adult and juvenile offenders on probation comply with court orders and obtain the resocialization skills needed to live crime-free and productive lives. *Resocialization* means identifying the offenders' root problems and matching them with the right treatment programs at the right time. The clients are adult and juvenile probationers residing in the community and juveniles who are detained pending court proceedings or committed to a county correctional institution. The Probation Department operates five correctional facilities that serve the dual function of preparing incarcerated juveniles for their successful and productive return to the community while, at the same time, protecting the community by providing highly structured, supervised residential settings.

Strategies to ensure offenders in the community receive the necessary level of supervision and services to maintain community safety include (1) closely assessing workload standards, (2) developing/enhancing collaboration with other agencies, (3) using a recognized “best practice” model to assess the risk/needs of probationers, (4) maintaining a continuum of services for probationers, and (5) expanding the use of technology/automation to enhance the effectiveness of probation supervision.

Strategies to ensure Institutional Services provides appropriate services and maintains adequate bed space include (1) reviewing demographic trends to plan for immediate and future bed space and programming requirements, (2) maximizing use of existing beds, including the use of alternatives to incarceration, (3) maintaining the incidence of facility overcrowding at or below the year 2003 level, (4) pursuing strategies and funding to incrementally increase the number of juvenile beds, and (5) fully implementing Phase II of the automated Institutions Management System.

Goal # 3: Assist crime victims by presenting their interests to the courts and providing support services.

Any resident of Orange County may potentially become a victim of crime. The Probation Department’s goal is to ensure that the needs and interests of victims are addressed in the criminal justice process. Probation’s services to victims begin when offenders are being processed by the juvenile and criminal courts and continue for as long as the offender is on probation supervision. Victims want to have a voice in the criminal justice process and need information to help them understand the system. They may need support services, restitution, and referrals to resources.

Strategies to accomplish this goal include (1) continuing to refine the Probation Financial System (PFS) to improve restitution collection, (2) maximizing the services of the dedicated Victim Services Coordinator position, (3) ensuring all service areas respond to victim questions/issues in a timely manner, (4) increasing staff awareness regarding crime victims by disseminating information and developing training, (5) evaluating the needs of distinct victim populations to develop appropriate services, (6) using our crime victim surveys to improve victim services, (7) continuing to assist Institutional Services and the Youth and Family Resource Centers (YFRCs) with victim awareness education programming, and (8) collaborating with other victim-service providers.

DEPARTMENT-WIDE STRATEGIES

There are some department-wide strategies that impact all of the Probation Department’s stated goals. Significant among these are (1) continuing to aggressively recruit, hire, and train qualified staff for critical positions within all service levels, (2) exploring the use of automation and other technological advances to improve the way the Probation Department conducts business, (3) developing an Integrated Case Management (ICM) system, (4) preparing staff for changes as new improved technology reengineers many of Probation’s business programs, and (5) most importantly, adjusting to budget shortfalls without compromising the delivery of services that ensure public safety and the health and security of juveniles in the Probation Department’s care.

HIGHLIGHTS OF 2003 ACCOMPLISHMENTS

During 2003, the Probation Department continued to improve the way it conducts business through the use of automation and other technological advances. Phase II of the automated Institutions Management System (IMS) was fully developed in 2003 and should be fully implemented in 2004. The automated Adult Intake Project became operational, and the department began sharing information regarding active adult probationers via the Department of Justice – Supervised Release File so information regarding active probationers is now available via the CLETS network to criminal justice and law enforcement throughout the State of California. The department has continued to make progress in its efforts to utilize the advancements that have been made in technology to integrate client information into one automated Integrated Case Management system that can easily be accessed and updated by staff. This effort is a strategic direction for the department that will be ongoing for a number of years. The Juvenile Justice Crime Prevention Act (JJCPA) provided the Probation Department and its partners with \$9.7 million that increased the County's continuum of care for juveniles by adding ten programs. During the year, JJCPA funding provided direct services for over 3,000 at-risk youth and juvenile offenders. Construction of a 60-bed expansion of Juvenile Hall, Unit Q, using funding provided by a Board of Corrections grant began in May 2003 with a scheduled occupancy date of March 31, 2005. Probation was successful in retaining an \$8.4 million construction grant and obtaining approval from the California Board of Corrections to move the project to the grounds of Juvenile Hall. The 120-bed Youth Leadership Academy is targeted to begin construction in February 2004.



II. MISSION AND GOALS

MISSION

Probation protects the community by conducting investigations for the court, enforcing court orders, assisting victims, and facilitating the resocialization of offenders.

Established in 1908, the Orange County Probation Department is a criminal justice agency that provides community protection to the 3 million residents of Orange County. As part of the County's continuum of criminal justice services, the Probation Department's primary focus is on adult and juvenile offenders who are charged with or convicted of crimes. Probation means the conditional release of an offender under specific terms ordered by the court. offenders to redirect their lives and while under the supervision of the

Probation means the conditional release of an offender under specific terms ordered by the court.

It provides an opportunity for pay restitution to their victims Probation Department.

When juvenile or adult defendants Probation Department conducts provides information for the make sentencing decisions. While defendants may be released or they may be detained in custody. Detention for juveniles is provided by the Probation Department at the Juvenile Hall. (Detention for adults is provided by the Orange County Sheriff's Department.)

are charged with law violations, the criminal investigations and juvenile and criminal courts to being processed by the courts,

After sentencing, the Probation Department enforces court orders specific to each offender. If the court orders juvenile offenders to serve a commitment in a local institution, that custody time is served in one of five correctional facilities operated by the Probation Department. In addition to providing a safe environment, these institutions offer a variety of treatment services in collaboration with other agencies.

If the juvenile or adult offenders are placed on formal or informal probation supervision, Deputy Probation Officers contact the offenders regularly to facilitate resocialization and ensure compliance with court orders and conditions of probation.

Victims of crime play a major role in the department's mission. The Probation Department is the agency that submits victim information in reports to the court, recommends restitution in appropriate cases, collects restitution that has been ordered, and monitors offenders' behavior to prevent additional victimization.

Probation employees are key to carrying out the mission of the agency. Department managers are committed to the principles of Enlightened Leadership and embrace the Management Performance Plan (MPP) and Performance Incentive Program (PIP) for employees. Ongoing training is provided to new employees and

newly promoted managers and supervisors. The Probation Department has an active Labor Management Committee (LMC) that meets monthly to discuss current workplace issues and identify solutions.

GOALS

Three strategic goals support the Probation Department's mission and bring value to the community.

Goal # 1: Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.



Orange County Superior Court Judge Robert B. Hutson discusses a case with Supervising Probation Officer Dennis Forsyth. Judge Hutson is the Presiding Judge of Orange County's Juvenile Court.

Why is this important? The Juvenile and Criminal Courts rule on a large number of cases each year. On the more serious cases, they ask the Probation Department to conduct thorough investigations of the facts and prepare reports. These reports include summaries of police reports, interviews with all pertinent parties, and background information about family/employment/school/ criminal history/etc. The investigations and reports must be completed in a timely manner so the court process is not delayed. The Probation Department meets a fundamental responsibility in its mission of community protection by assisting the courts in decisions regarding detention (incarceration vs. release to the community) and sentencing of offenders.

Goal # 2: Provide protection to the community by managing Orange County's adult and juvenile probation population.

Why is this important? The Probation Department focuses its attention on adults and juveniles who have committed crimes. Juvenile Institutions protects the citizens of Orange County by providing a safe residential setting where the most serious juvenile offenders can be removed from the community and have the issues addressed that contributed to their criminal behavior. For the adult and juvenile offenders living in the community, Probation Officers make sure these offenders follow the orders of the court and rules of probation. They also assist these offenders to address problems in their lives that may contribute to their illegal activities, such as unemployment, drug addiction, etc. In these ways, the department helps to reduce/eliminate additional law violations and makes Orange County a safer place to live.

BUSINESS PLAN 2004

Case Study: Charles*

Finally, after 18 months of waiting and contested restitution hearings, Jack was ordered to pay \$65,000 to Charles, the victim of his crime. Charles needed that money right away. He was in the middle of a financial crisis with his business in jeopardy. Jack had the ability to pay the restitution. The problem was the normal way payments are processed. Restitution must be paid to the County, not directly to the victim, for documentation and verification purposes. A check is issued to the victim only after the payment has been recorded and processed, which takes four to six weeks. Charles needed the money much sooner. To assist him, the Probation Officer met Jack at his bank to obtain written authorization from the bank that his cashier's check to the County had been paid in full. He then expedited the process by which the County issued a check to the victim. Charles received the money in record time and was able to renew his contractor's license and pay his Worker's Compensation insurance. This is just one example of the Probation Department's dedicated efforts to assist victims.

** In all case studies, the names have been changed, but the details are factual.*

Goal # 3: Assist crime victims by presenting their interests to the courts and providing support services.

Why is this important? Victims want to tell the justice system their version of events and how the crime has impacted them. They want to know someone cares and is holding the offender accountable. They may need to be financially reimbursed. They may need continued protection, as in the case of domestic violence. It is important that victims are recognized in the criminal justice process and their needs are addressed.



III. OPERATIONAL PLAN

GOAL # 1

Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.

Deputy Probation Officers assigned to investigation functions conduct approximately 190 investigations per month for the adult and juvenile courts. Field and Institutional Deputy Probation Officers prepare an average of 250 progress reports per month to update the courts on the status of probationers being supervised. Deputy Probation Officers called Resident Probation Officers and support staff are stationed at all County courts to provide timely on-site assistance during the court process. Probation also assists in reducing the number of cases referred to the court by screening appropriate cases for diversion services as provided by law, thereby allowing the court to focus on the most serious cases.

CLIENTS

The judges and commissioners of the Orange County juvenile and criminal courts are the Probation Department's clients for this goal. The Orange County Superior Court is comprised of 109 judges and 31 commissioners. The Juvenile Court consists of six departments comprised of four judges and two commissioners assigned to delinquency cases.

Orange County's criminal courts have been moving toward a greater use of courts with a specialized focus. This specialization facilitates expertise among agencies that work with these courts (i.e., Probation, the District Attorney, Public Defender, Health Care Agency, Social Services Agency, etc.) and results in achieving more effective sentencing outcomes. Deputy Probation Officers are assigned to these specialized courts, which consist of five separate adult drug courts, a juvenile drug court, a juvenile truancy court, and two special courts for domestic violence cases.

CHALLENGES

- Section 241.1 WIC requires the Probation Department and the Social Services Agency (SSA) to collectively investigate and make recommendations to the court on the appropriateness of dependency vs. delinquency in certain cases. Coordination with SSA is critical in complying with these requirements.

Solutions: The Juvenile Investigation Units have developed a procedure and are finalizing a Memorandum of Understanding with SSA. Continual collaboration with SSA and County Counsel will be required.

- It is imperative that information from SSA is quickly accessible to Probation Investigation Deputies to allow timely completion of investigations and court reports to meet court filing deadlines.

Solutions: With SSA and County Counsel, Probation will explore legal issues relative to Probation staff obtaining access to computers at SSA to retrieve the necessary information.

- To increase efficiency and productivity of juvenile investigation reports, the department must make effective use of automation.

Solutions: Select deputies of the Juvenile Investigation Unit are being trained for a pilot project in the use of Dragon Naturally Speaking Version 7. If the pilot is successful, all Investigation Deputies will be trained to become efficient in the use of Dragon.

- Because of staff shortages, juvenile pretrial reports are no longer prepared. The court does not have the benefit of client background information to assist in making appropriate dispositions on these cases.

Solutions: With the assistance of Data Systems, Probation will develop mini-pretrial reports using information already in an existing data base to alert the court, District Attorney, and Public Defender about issues critical for the court to make appropriate orders in these cases.

- The implementation of PC 1210 through Proposition 36 in July 2001 made significant changes to Penal Code sections involving non-violent drug possession offenders. Since then, a number of questions have been raised regarding judicial sentencing options as offenders fail PC 1210 probation. It will be a challenge to ensure Adult Investigation Deputies remain current on new court rulings and their impact on PC 1210 probation eligibility and entitlement.

Probation's adult and juvenile drug programs help people get their lives back.

Solutions: Adult Investigation will develop specific PC 1210 training for Adult Investigators and build a resource of reference material including Appellate Court case decisions which will be regularly reviewed at unit meetings to help staff remain current on recent court decisions.

- For the most recent ten-month period (January to November 2003), there was a 26% increase in the workload in Adult Investigation, which the court attributed to an increase in jury trials. The court has indicated it expects the frequency of jury trials to continue at least at its current rate. There has also been an increase in the number of investigations ordered in PC 1210 cases. This increase has occurred in conjunction with the retirement of a number of veteran investigators, representing a tremendous loss of investigative experience.

Solutions: Workload challenges will be addressed by utilizing extra-help deputies, particularly in the Officer-on-Duty (OD) function, to provide additional time for investigators in the production of reports. Also, training will continue for the deputies who replaced the retired veterans. Unit supervisors will work closely with the new deputies and pair them with the remaining veterans in the unit to ensure their continued development.

- An outcome indicator is needed that focuses on the quality of the reports provided to the courts in addition to the current measure of timeliness.

Solutions: The challenge will be addressed through a pilot survey of court personnel to be carried out in the coming year. The survey will gather information about the court's current level of satisfaction with report quality and request respondent input on other possible outcome indicators to consider for measuring this area. Information gained from the survey, along with any relevant information gathered from current published sources, will be reviewed to develop an appropriate outcome indicator to add for this goal and to design format improvements for written reports.

RESOURCES

The Probation Department has 216 positions (deputized and support staff) and \$14.8 million gross total (\$10.9 million net county cost plus \$3.9 million revenues) committed to accomplishing this goal.

- **Adult Court Division:** This division has 103 positions and \$6.1 million gross total (\$5.4 million net county cost and \$0.7 million revenues) to provide services to the courts and supervise Interstate Compact, Courtesy Supervision, Drug Court, and PC 1210 cases. The division provides an average of 76 investigations for the court per month, and supplies the courts with ten full-time and four extra-help Resident Probation Officers. Due to budget constraints, the two Adult Assessment Units were disbanded, and the Drug Court and PC 1210 cases were moved to this division during 2003.
- **Juvenile Court Division:** This division has 113 positions and \$8.7 million gross total (\$5.5 million net county cost plus \$3.2 million revenues) devoted to this goal. Per month, the division processes an average of 360 custody intakes/700 non-custody intakes and conducts 110 investigations for the court. Approximately 55 juveniles per month are referred for diversion services rather than being referred to the court, and 700 juveniles are currently on diversion under probation supervision. Five Deputy Probation Officers are dedicated to provide the Juvenile Court with Court Officers. Two part-time Contested Officers, one full-time Contested Officer and one Victim Services Officer are trained as back-up Court Officers. Two full-time positions are vacant. At the same time there are deputy and clerical shortages, the number of cases has increased, which is expected to have a negative impact on the division's ability to complete reports within established timelines.

Case Study: Dawn

Things did not look good for Dawn. In her early twenties, she had been using heroin daily for six years. She was placed in the Drug Court program for possession of a controlled substance, but continued to use drugs. She was placed in a residential drug treatment facility, but she left after five months. Her probation officer could not locate her so a warrant was issued for her arrest. After being arrested on the warrant, she entered another residential drug treatment program. This time, Dawn successfully completed the program. She then moved into a sober living home, found a job, and used the NA/AA 12-Step Program to maintain her sobriety. Dawn reunited with her parents, who had not talked to her for several years. They are now two of her biggest supporters.

STRATEGIES TO ACCOMPLISH GOAL

- Continue to evaluate the use of Voice Dictation technology and the related operational support requirements as a means to increase clerical efficiency and speed the preparation of the hundreds of court reports prepared each month.

- Continue to assist the courts by providing thorough investigations of criminal/delinquency cases and completing required reports on time.
- Continue to provide timely information to the courts regarding violations by probationers, community resources available to address violational behavior, and appropriate levels of supervision.
- Continue the collaborative relationship developed with the Social Services Agency to focus on specified juvenile cases as required in 241.1 WIC.
- Continue to use automation tools to ensure accurate and timely information is provided to the courts.

KEY OUTCOME INDICATORS

One outcome measure has been established thus far related to this goal. However, planning is currently under way to develop an additional measure that will focus more directly on assessing the quality of the court reports in addition to the timeliness that is presently measured. The current outcome measure is:

- Percent of court investigations and progress reports submitted within filing requirements.

KEY OUTCOME INDICATOR REPORTING

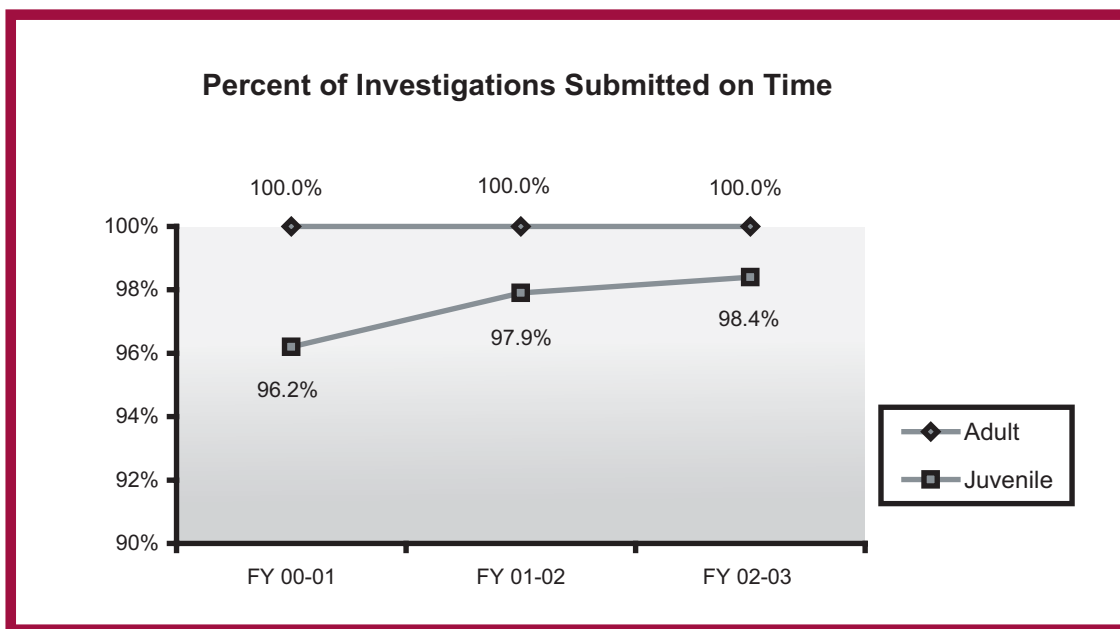
Goal #1: Percent of court investigations submitted within filing requirements.

OUTCOME INDICATOR	FY 02-03 RESULTS	FY 03-04 PLAN	FY 03-04 ANTICIPATED RESULTS	FY 04-05 PLAN	HOW ARE WE DOING?
What: Percentage of adult and juvenile investigative court reports and court progress reports submitted within filing requirements.	Adult: 100% of the 915 investigations and other reports were submitted to the courts within the filing deadlines during FY 02-03.	Continue to meet court deadlines for timely submittal of investigations and reports. Conduct a pilot survey of court personnel to measure current client satisfaction and to solicit suggestions regarding potential long-term outcome indicators of client satisfaction.	It is anticipated that the department will continue to maintain or exceed on-time completion rates of 95% or better for submitting juvenile and adult investigation and progress reports within the court filing deadlines. Results from the pilot survey will be reported.	Continue to meet court deadlines for timely submittal of investigations and reports. Implement an additional outcome measure to assess client satisfaction with the quality of investigations and reports completed.	<p>The FY 02-03 results confirm the department's ongoing success in complying with court deadlines for timely submittal of investigations and reports. As in all previous reporting years, 100% of the adult investigations and reports were submitted on time. While the proportion of on-time juvenile investigations and reports has always exceeded the target goal, this year's result (98.4%) was its highest yet. These results are particularly noteworthy given the challenges referenced in this goal's discussion concerning the detailed requirements associated with the adult PC 1210 and juvenile 241.1 WIC investigation report requirements.</p> <p>In addition to submitting reports in a timely manner, the department also strives to meet the court's needs in terms of the quality and format of these documents. Probation personnel assigned to court services maintain an ongoing dialogue with court staff and, as reports are modified, every effort is made to incorporate recommendations from the judges and commissioners.</p> <p>This year, planning also got underway to identify a second outcome indicator that will focus on measuring the court's satisfaction with the quality of reports. To assist in this process, the department will be conducting a pilot survey of court personnel in the coming months. This survey will serve two purposes. It is intended, first of all, to gather information about current client satisfaction. Secondly, the survey will ask for respondent input as to other indicators to consider for the outcome measure. With these results in hand, the department plans to finalize and implement a second outcome indicator in FY 04-05.</p>
Why: Measures the success of the Probation Department in providing timely information to the courts for appropriate decisions.					

KEY OUTCOME TRENDS

Goal #1: Percent of court investigations submitted within filing requirements.

Why is this important? To avoid any delays in the court process, the court reports prepared by the Probation Department must be submitted in a timely manner. This year's results show Adult Investigation maintained its high standard of completion rate and Juvenile Investigation continued to steadily improve. For more information, refer to the previous page.



Source: Adult and Juvenile Investigation Unit Statistics, Orange County Probation Department.

GOAL #2

Provide protection to the community by managing Orange County's adult and juvenile probation population.

The Orange County Probation Department provides protection to the community by ensuring that adult and juvenile offenders on probation comply with court orders. These offenders may be in the community or in custody. Offenders residing in the community are supervised by Deputy Probation Officers assigned to Field Operations (Field Services and Special Services). Juvenile offenders in custody are supervised by staff assigned to Institutional Services. Although the focus is different, the goal (community protection) is the same whether the offender is residing in the community or in custody at one of Probation's five juvenile correctional facilities.

FIELD OPERATIONS

The Orange County Probation Department seeks to balance strict enforcement of the court's conditions of probation while assisting probationers to conduct themselves as law-abiding citizens. An officer will work with the offender to overcome drug addiction, secure a job, or advance his/her education. Offenders who violate their conditions of probation can be arrested by a Probation Officer.

Probationers are assessed by Deputy Probation Officers when they are first placed on probation and at six-month intervals while on probation. The assessment tools used by the officers were developed and validated in Orange County over a decade ago as part of the implementation of the National Institute of Corrections (NIC) Risk/Needs Model. The results of each assessment assist Deputy Probation Officers in identifying and prioritizing the level of supervision/surveillance (based on the assessed risk to the community) and resocialization/intervention services (based on the probationer's assessed needs). Resocialization services for juveniles begin with a thorough assessment of the risk factors and strengths present in the minor's family and community environment.

Probation supervision/surveillance actions include monitoring an offender's compliance with court orders, notifying the court of probation violations, and making recommendations to the courts in those cases. The department also works with other criminal justice agencies in the County to advance community safety. Since the 1980s, the Probation

So what has Probation done lately to keep Orange County safe?

During 2002 (the most recent year for which statistics are available), Probation:

- Conducted over 24,000 court-ordered searches of probationers' homes and personal property.
- Enforced court-ordered conditions of probation for 14,000 adult and 6,500 juvenile offenders.
- Successfully supervised offenders so 97% of adult and 95% of juvenile probationers completed probation without committing a violent crime.
- Seized 97 illegal firearms, 563 other illegal weapons, and 9,129 grams of illegal drugs.
- Provided access to information about registered sex offenders to the public at the Orange County Fair and civic group meetings.
- Created an electronic data sharing system among the Sheriff, police, and Probation to improve the exchange of information about adult probationers residing in the community.
- Arrested over 3,000 probationers who were in violation of their court-ordered conditions of probation.

Resocialization means identifying the offenders' root problems and matching them with the right treatment programs at the right time.

Confinement, high-control PC 1210 Units, PC 1210 Dual Supervision, Adult Administration, and Dispatch.

The Probation Department works closely with partners in the justice system, health care, and education communities to assist with the resocialization of offenders based on their assessed needs. *Resocialization* means identifying the offenders' root problems and matching them with the right treatment programs at the right time. Probation resocialization/intervention activities include helping offenders develop skills, knowledge, and attitudes that will assist them in living crime-free and productive lives. Based on the results of each assessment, the officers work with the offenders to develop individualized case plans. In some instances, the offenders are referred to department-approved community resources. In other instances, the department provides the service in collaboration with other County agencies and community-based

resources. The Youth and Family Resource Centers (YFRCs) are one example of such a collaborative effort. Four YFRCs provide comprehensive, multi-disciplinary, early intervention services for first-time wards at high risk for chronic reoffending and for youth transitioning back to the community from an institutional setting.

Case Study: Maria

Maria came from an abusive home environment and was involved in drugs and gangs at a young age. She was arrested and placed on probation. Due to her extensive personal and family problems, Maria was placed at the Youth and Family Resource Center (YFRC). Through the extensive support services and structure at the YFRC, she was able to change the negative direction of her life. The Probation Community Action Association helped her with the removal of a gang tattoo and provided financial assistance for funeral expenses when a sibling was tragically murdered. With much to overcome, Maria is one of the YFRC's success stories. She has graduated from high school (the first in her family to do so) and successfully completed probation. After graduation, Maria obtained a paid summer internship position in a local law firm. Her long-term plans include joining the Navy.

CLIENTS

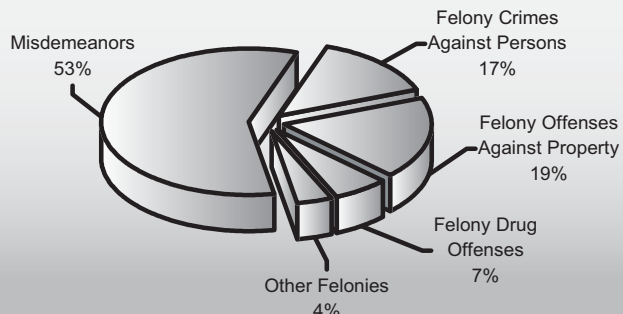
At any given time, there are approximately 6,500 juveniles and 14,000 adults on probation supervision. A sampling of the probation population revealed that of the juveniles, 84% are male, 69% have occasional to frequent substance abuse, 35% have a gang affiliation, and 47% have an initial sustained felony offense. Of the adults, 79% are male, 84% have occasional to frequent substance abuse, and 86% have an initial sustained felony offense. Refer to Appendix F (Profile of Active Supervision Probationers) for more information.

Within this overall population of clients, sub-populations of clients exist that have very specific needs.

- The Juvenile Supervision Division has a **placement** function with approximately 200 juveniles placed in foster care. These juveniles are supervised by the Probation Department rather than the Social Services Agency (SSA) because they are juvenile *offenders* who have no family able/willing to care for them. For these juveniles, Probation oversees their placement in foster homes/ group homes

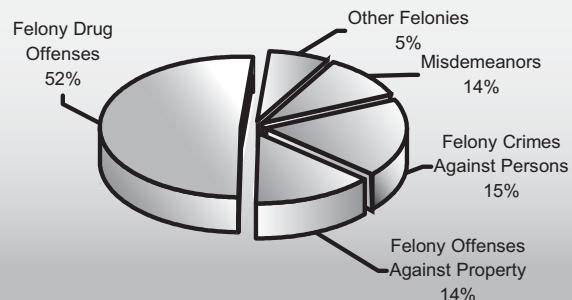
JUVENILE PROBATIONERS

BY INITIAL SUSTAINED OFFENSE



ADULT PROBATIONERS

BY INITIAL SUSTAINED OFFENSE



and works toward family reunification. This division is also responsible for supervising 45 **Juvenile Drug Court** cases and 150 **juvenile sex offender** cases. The specific needs of these juveniles are addressed through referrals to specialized counseling services.

- The Program Division is comprised of four YFRCs, each providing comprehensive services for 60-100 assigned youth and their families at any given time. The YFRC **8% Early Intervention Program** is aimed at offenders under age 15½, and the **8% Challenge Program** targets youth ages 15½ and older. The 8% name is derived from a Probation Department study in the 1980s that found 8% of first-time juvenile offenders committed 55% of the repeat juvenile offenses in Orange County. These youths have characteristics in their lives that put them at high risk of becoming repeat offenders. The goal is to prevent new crimes from being committed by these offenders who are potentially career criminals. Transitional youth are those being released back into the community after serving a moderate to lengthy commitment at Juvenile Hall or a local correctional facility.
- The Special Supervision Division supervises four sub-populations of high-risk offenders: **domestic violence batterers, adult sex offenders, gang members, and high-control PC 1210 cases**. In almost all cases, probationers assigned to these caseloads tend to violate at a higher rate. Sex and domestic violence offenders receive specialized treatment based on departmental and legislative guidelines.
- The Adult Court Services Division provides supervision to two special client groups. **Adult Drug Court** clients need supervision and a multi-phased substance abuse treatment program lasting from 12 to 18 months. **Non-parole PC 1210** clients are sentenced to drug treatment in lieu of incarceration. They need supervision and drug testing in addition to drug treatment. The court receives frequent reports on their progress.

Case Study: Carlos

Carlos was 48 years old when he entered the Adult Drug Court program for Possession of a Controlled Substance after failing the PC 1210 drug treatment program. He was unemployed and had been using drugs for more than 20 years. Carlos was living with his parents and had lost their respect as well as the respect of his 17-year-old son and 24-year-old daughter. After some initial problems, he made real progress in treatment and ended up voluntarily taking the relapse prevention class a second time. He successfully graduated from the Drug Court program with his family by his side. Carlos gave his daughter away at her wedding a sober man. He is now employed at a respectable plumbing company.

CHALLENGES

- Resources for supervising certain specialized caseloads, such as juvenile sex offenders, are still somewhat limited.

Solutions: Available literature on juvenile sex offenders will be reviewed and supervision strategies/procedures developed based on “best practices.”

- Changes in legislation and funding sources continue to place additional requirements on the Probation Department in working with minors, particularly those who have been or may need to be removed from the home. For those minors subject to non-parent placement (AB 1695), the deputies must complete more extensive home studies resulting in added costs and additional case plan documentation and tracking (AB 636). Additionally, Title IV-E requirements may necessitate dramatic increases in the work associated with developing and maintaining case plans.

Solutions: The development and use of automation to more effectively track cases with these specialized needs will allow Probation to meet both individual case plan requirements and monthly transmittal and tracking of data to the State Department of Social Services.

- The department continues to implement automated processes. It will be a challenge for Adult Field Services (AFS) to (1) initiate/maintain training so the new processes are understood and consistently applied and (2) manage the workload created by new tasks while still performing traditional casework and supervision duties.

Solutions: The AFS Division will develop a training plan for all AFS staff. A workload study in the areas of data entry, record maintenance, and other tasks added as a result of increased automation will be initiated. Procedures impacted by new automation processes will be reviewed.



From left, Research Manager Shirley Hunt, Division Director Jeff Corp, and Staff Analyst Sandra Hilger discuss the monitoring of FM caseloads.

- Due to the hiring freeze in 2003, there was a reduction of deputized staff and Field Monitored (FM) caseloads were created, resulting in a substantial number of cases being “banked” which would otherwise have been supervised within traditional field supervision standards. The new FM caseloads have been in effect for less than six months.

Solutions: The impact of the FM cases on workload and community safety will be carefully monitored. The AFS Division will work closely with the department’s Research Division as well as Data Systems, as applicable, to develop a system to monitor the

effectiveness and appropriateness of FM caseloads. Throughout the coming year, the FM caseloads will be evaluated and refined to ensure the offenders are receiving needed services and appropriate levels of supervision to provide community protection.

- Adult Field Services caseloads now contain more cases with a higher level of assessed risk due to the siphoning off of FM and specialized cases. Coupled with the relative lack of veteran, experienced deputies due to Safety Retirement, officer safety must remain a high priority and continually be emphasized.

Solutions: Field staff will be required to attend an Officer Safety Class to refresh their knowledge of department procedures and sharpen their field safety skills.

- It is anticipated that budget shortfalls will result in reduced staffing and require additional workload adjustment and exploration of new automation tools.



A Deputy Probation Officer in the Gang Violence Suppression Unit puts on his body armor.

Solutions: New automation applications will be identified to replace existing manual processes in case management. Resource allocation will give priority to the supervision of offenders that pose the greatest risk to the community. Where possible, outside funding will be pursued to enhance case management. The department will collaborate with other justice system agencies and private industry when appropriate to maximize public protection.

- New technology for the supervision of high-risk offenders raises legal issues currently not statutorily addressed (such as Global Position Satellite monitoring).

Solutions: The department will work with County Counsel and other probation agencies throughout the State to examine legal issues and identify areas in need of legislative support. As legislative needs are identified, Probation will seek the support of professional and advisory groups to enable successful legislative action.

- Potential loss of state and federal grant funding may impact the department's ability to continue to participate on multi-agency enforcement, suppression, and prevention efforts for specific targeted criminal groups.

Solution: Working closely with other local criminal justice agencies, the department will identify the most important projects that should continue even with reduced resources.

- Managing the PC 1210 population will present a significant challenge in the coming year. Since the implementation of PC 1210 in July 2001, more than 8,800 cases have been sentenced. At the end of 2003, there was an average of 350 new cases (at times up to 50% higher than other new adult cases) placed on PC 1210 probation each month. The program is significantly under-funded since the department received funds for only 18 additional officers to manage approximately 3,600 active PC 1210 cases. That average of 200 cases per officer is far too high a ratio to provide meaningful supervision to this active population. Additionally, the courts continue to interpret the meaning of Penal Code Section 1210 regarding the role of probation. Staff providing supervision must adjust to changes in how conditions of probation can be enforced.

Solutions: Management of PC 1210 cases has been modified using a “best practice” assessment process to determine risk. Highest risk cases (meaning they are also on State parole) receive intense supervision by armed probation officers, high risk cases receive active supervision, and medium to low risk cases receive a significantly reduced level of service on Field Monitored (FM) caseloads. This modification allows the department to focus limited resources on cases that pose the greatest risk to the community, but is far from ideal since all of the PC 1210 cases could benefit from active supervision. The long-term results of these changes are unknown, but the department will closely monitor the situation to ensure community safety is not compromised. Additionally, the three adult divisions will work closely with the courts and District Attorney to fully explore the impact of PC 1210 changes on Probation’s procedures regarding the supervision of these offenders. Staff will be continually updated on changes as they occur through division meetings, e-mail updates, and other communication networks so the requirements of the courts are fully executed.



Deputy Probation Officer Jerry Maxwell and his K-9 partner “Jet” search for drugs during a training exercise in Anaheim.

RESOURCES

Five divisions provide community protection for adult and juvenile probationers residing in the community with a total of 340 positions (deputized and support staff) and \$36.9 million gross total (\$21.7 million net county cost and \$15.1 million revenue). As of October 2003, approximately 8,800 cases had been placed on PC 1210 probation by the court. In response to this large continuing influx of cases, Field Operations completely reorganized caseload management.

- **Juvenile Supervision Division** has been assigned 77 positions and \$9.2 million gross total (\$6.2 million net county cost and \$3.0 million revenue). Fifty-seven Deputy Probation Officers operate out of offices located throughout Orange County and manage approximately 3,000 cases at any point in time. Due to budget shortfalls, all cases were assessed and supervision levels modified. Juvenile cases 18 years of age and older are now being supervised at significantly reduced levels. An ongoing effort was

established to review and recommend termination of probation supervision for 18-year-old wards who have complied with their Juvenile Court orders and have no outstanding financial obligations.

- **Program Division** has 78 positions and \$12.1 million gross total (\$6.9 million net county cost and \$5.2 million revenue) to accomplish its objectives. This division includes the four Youth and Family Resource Centers that serve 240-340 high-risk youths and their families at any given time. The YFRCs are located throughout Orange County and include many collaborative partners, such as the Department of Education, Health Care Agency, and numerous community-based organizations. Contracts with community-based organizations provide program components such as comprehensive employment services and restorative justice programming. Due to budget shortfalls, two of the six YFRCs were closed in 2003. Also, coordination of youth gang services to County Islands was terminated.
- **Special Supervision Division** has 44 positions and \$4.6 million gross total (\$2.2 million net county cost and \$2.4 million revenue) to accomplish its duties. Deputy Probation Officers operate out of offices located throughout Orange County. The Gang Violence Suppression deputies are mainly outstationed at police departments throughout the County. The division is currently supervising approximately 575 domestic violence batterers, 450 adult sex offenders, 615 high-risk gang members, and 150 high-control PC 1210 cases. The high-control PC 1210 caseloads were created as part of the department's reorganization to deal with cases that are on State parole as well as PC 1210 probation. These cases are supervised by armed Deputy Probation Officers due to the more serious criminal nature of these offenders.
- **Adult Supervision Division** has been assigned 141 positions and budgeted \$11.0 million gross total (\$6.5 million net county cost and \$4.5 million revenue). Fifty-five full-time Deputy Probation Officers and seven Supervising Probation Officers work out of offices located throughout Orange County and manage approximately 6,000 cases at any point in time. To accommodate a reduction in personnel, the department reorganized so new cases go directly to field supervision officers instead of the two Adult Assessment Units, which were disbanded. This change shifted workload and responsibility to field officers. New Field Monitored (FM) caseloads were created, resulting in a substantial number of cases being "banked" which would otherwise have been supervised within traditional field supervision standards.

Case Study: David

David made numerous attempts to kill his mother by poisoning her with items from around the house. When he threatened her with a knife, he was removed from the home and placed on probation for assault with a deadly weapon. David was 12 years old at the time. He suffered from hallucinations, and a psychiatric evaluation determined he might be suffering from schizophrenia. After entering Juvenile Hall, David began to stabilize. He was assessed and prescribed medication that eventually eliminated the hallucinations. From there he was placed in a very structured group home and did so well that he graduated to a small group home in the community. He now attends public school and maintains a "B" average. From a very difficult beginning, David has made tremendous progress in the past two years. He wrote a note to the Court expressing his own feelings, "I sometimes feel as though I am not in a group home, but a loving and caring home that will be there for me. How all of this was made possible is a mystery to me, but I know that many people and prayers made it possible for me to be here today. I feel that I am progressing well in the program. I finally feel safe and loved. I have many people to thank for this as well as God."

- **Adult Court Services Division** assumed supervision of two special client groups to balance the workload of Division Directors. Nine Adult Court Services deputies supervise 400 Drug Court cases, and eighteen deputies supervise approximately 3,600 PC 1210 cases.

STRATEGIES FOR FIELD OPERATIONS TO ACCOMPLISH GOAL



Deputy Probation Officer Juan Rodriguez of the Gang Suppression Unit puts handcuffs on a man.

- Assess workload standards to ensure offenders are receiving the necessary level of supervision and services to maintain community safety.
- Develop and enhance collaboratives to facilitate the highest quality of supervision and resocialization of offenders.
- Continue to use the National Institute of Corrections Model (a recognized “best practice”) to assess the risk and needs of probationers and determine appropriate levels of supervision to ensure public safety.
- Maintain a continuum of services for juvenile and adult probationers that incorporates graduated sanctions from community supervision to incarceration.

- Expand technology to enhance the effectiveness of probation supervision and resocialization operations.

INSTITUTIONAL SERVICES

The Probation Department operates five juvenile correctional institutions that have a combined State-rated capacity of 804 beds. Offenders are removed from the community by the court and detained in one of the juvenile institutions to hold them accountable for the crimes they have committed. While incarcerated, Probation’s role is to assist these offenders to develop life skills and vocational competencies. Collaborating with a wide variety of public and private partners, programming in the institutions prepares the minors emotionally, behaviorally, and academically for their return to the community.

CLIENTS

Juveniles come to the institutions with a variety of needs for care and treatment. In addition to receiving the basic necessities of shelter, clothes, and food, the minors receive services to address their mental, physical, and emotional needs. The juveniles are assessed for medical/mental health needs and substance abuse problems, with treatment provided by the Health Care Agency. Accredited classes are provided by the Department of Education to meet the minors’ educational needs. A variety of recreational and community

service programs are also provided. Refer to Appendix G for a comprehensive summary of the programming provided by the institutions for juveniles in custody.

Within the overall population of clients in the institutions, sub-populations exist that have very specific needs and require special programming.

- **The Juvenile Sex Offender Program** is located in two secure units at Juvenile Hall that can accommodate 36 male wards who have been committed to an institution by the court for one or more sex offenses. In addition to being housed together, these minors receive specialized programming to address their offenses, including group therapy. They receive treatment from a therapist who specializes in working with youthful sex offenders. The program length ranges from six to nine months.
- **The ASERT Program** (Addiction Substance Abuse Education and Recognition Treatment Program) is a 75-bed intensive drug intervention and education program at the Youth Guidance Center for males 12 to 18 years of age with long-term commitments and a history of significant substance abuse. The program incorporates a multidisciplinary intervention and education model that includes intensive drug counseling by three clinical psychologists and one substance abuse counselor, two school counselors, integrated case planning, a multi-disciplinary educational lab, and an after-care component that includes supervision by Deputy Probation Officers and job placement services.
- **The Breakthrough Program** is a drug therapeutic community that can serve up to 50 teenage boys and girls recovering from drug or alcohol addiction. It normally takes a minor from 9 to 12 months in custody at the Youth Guidance Center to progress through all the residential phases of this highly structured program. Deputy Probation Officers provide intensive supervision of participants for a minimum of six months after their release.
- **Programming for Girls** provides specialized programming at the Youth Guidance Center for female wards ages 13 to 18 years of age with commitments ranging from 60 days to one year. The facility has one unit that can serve up to 25 girls. The program provides a thorough intake assessment, an evaluation by a Health Care Agency psychologist, individualized treatment, and gender-specific counseling.

Case Study: Mike

Mike was ordered by the Juvenile Court to serve 300 days in custody for a felony robbery. He had previously been found guilty of a felony burglary. Due to his history of drug abuse, Mike was ordered to serve his commitment in the ASERT Program, a special drug abuse program at the Youth Guidance Center. While in the program, Mike dealt with his drug abuse problem, obtained his high school diploma, participated in vocational training, and found full-time employment prior to his release. Mike is now a manager of a large shoe store chain, attends college, and has paid over half of the \$8,000 restitution he owes to victims of his crimes. Mike's long-term goals are to remain drug free, pay all of his restitution, and join the Army.

CHALLENGES

- The Probation Department continues to use the options provided by the Juvenile Court to manage the Juvenile Hall population, yet supply vs. demand for adequate bed capacity remains a struggle for the agency.

Solutions: Leased facilities have provided a temporary solution, and the Probation Department has adopted a number of population control measures to mitigate overcrowding, including restrictions on booking of minors into Juvenile Hall (JH) and the use of alternative incarceration programs. Using a Board of Corrections grant, the department will pursue construction of a 120-bed Youth Leadership Academy for teenage boys and girls on the grounds of Juvenile Hall. The project is currently going through environmental review with February 2004 targeted to begin construction. Using funding provided by a Board of Corrections grant, construction of Unit Q at JH began in May 2003 with a scheduled occupancy date of March 31, 2005. This project will provide 60 additional beds and four more classrooms within the JH compound.

- Available sites for the construction of new facilities is limited in the County. In order to meet future bed needs, the Probation Department must secure a sizeable amount of land for the future construction of a South County Juvenile Hall.

Solutions: Probation will seek to secure property for new construction and identify alternative locations to accommodate expansion of institutional beds.

- A permanent location needs to be secured for the Los Pinos Conservation Camp, which houses 125 young men serving commitments. The camp is currently located on land owned by the U.S. Forest Service through a lease agreement that will expire in December 2004.

Solutions: The department is seeking a renewal of its 20-year Special Use Permit and will continue to work with the U.S. Forest Service to purchase the land or make other land swap arrangements.



Construction is under way as a dormitory is renovated at Los Pinos in the Cleveland National Forest.

- A regional and national trend which has been experienced by the Orange County Probation Department is the increase in bookings of female juvenile offenders. Historically, the overwhelming majority of youthful offenders has been male, and resources such as bed space were allocated based upon that reality. With this recent demographic shift in the detained population, Probation is faced with the challenge of meeting the housing demands of a more co-ed population.

Solutions: The Probation Department is currently renovating a dormitory at Los Pinos to house 32 female minors

to serve commitments at that facility to reduce the growing JH female population. Careful planning and utilization of existing units at Juvenile Hall, as well as those currently under construction, will ensure that an adequate number of beds will be dedicated to address this demographic trend.

- Although the construction of new beds is under way, the Probation Department's existing juvenile institutional facilities are aging with progressively deteriorating infrastructures.

Solutions: Probation will continue to aggressively pursue construction grant funding to provide the financial impetus to renovate and even replace portions of the aging structures. Probation has received authorization from the CEO to move forward on several deferred maintenance capital projects at each of the institutions during FY 03-04. Additionally, Probation continues to seek capital project funding in the annual budget process in a prudent and proactive manner.

- It will be a challenge to maintain the current level of treatment services being provided at the Youth Guidance Center through grant funding. Juvenile Justice Crime Prevention Act (JJCPA) and Residential Substance Abuse Treatment (RSAT) funds currently help support treatment services for the ASERT and Girls Program.

**Juvenile offenders completed
approximately 165,000 hours
of community service on
Probation-supervised
work crews.**

Solutions: Probation will aggressively pursue continued funding from both sources (JJCPA and RSAT), as well as other possible sources, to ensure all minors at YGC receive the treatment they need to successfully complete their commitment and aftercare program. To assist in this effort, detailed records of services will be maintained and data provided to the Research Division.

- Seriously emotionally disturbed minors in custody present unique problems requiring extensive collaborative services to manage their behavior and meet their needs. The most serious cases are primarily housed in Juvenile Hall, but all the correctional facilities receive a share of these cases, which place additional burdens on staff.

Solutions: Probation will continue to pursue the development of a multi-county regional institution for severely emotionally disturbed minors and seek funds to develop an expanded in-custody program with an aftercare component. The department will seek additional staff training by experts in the mental health profession on providing services for this population. Additionally, the department will collaborate with the Health Care Agency and Social Services Agency to bring all available resources together for the common purpose of providing services to these youth.

RESOURCES

Juvenile Hall, Lacy Juvenile Annex, Joplin Youth Center, Los Pinos Conservation Camp, and the Youth Guidance Center are the five correctional facilities operated by the Probation Department. The department also leases beds for high security minors at the Santa Ana City Jail. The department's budget for accomplishing this goal is \$50.2 million gross total (\$26.0 million net county cost and \$24.2 million total revenues) and includes 721 positions (deputized and support staff).

Secure detention is provided at two of the five institutions: Juvenile Hall and Lacy Juvenile Annex. The budget for secure detention is \$33.1 million gross total (\$16.4 million net county cost and \$16.7 million revenue) and includes 497 positions.



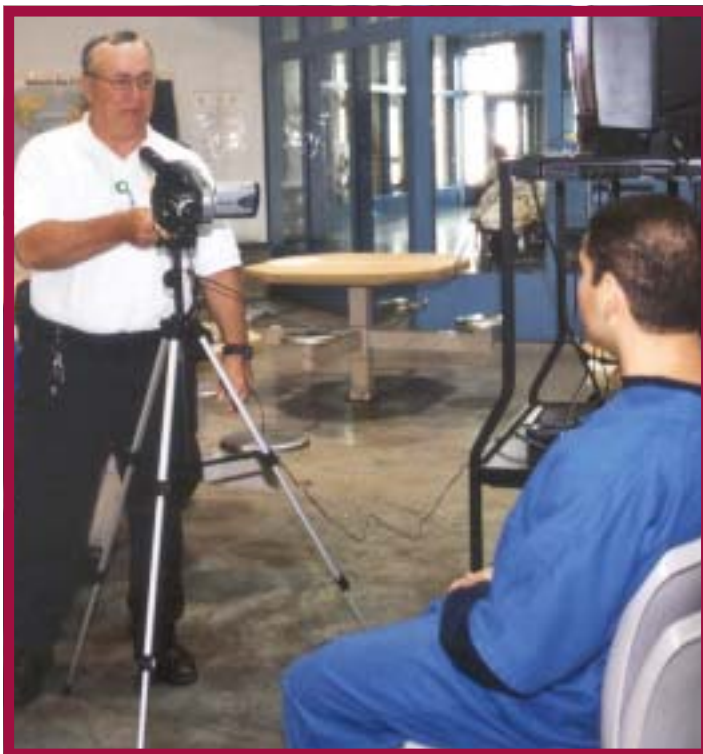
A minor at Juvenile Hall creates a Christmas card for distribution to the elderly.

- **Lacy Juvenile Annex** is a 56-bed module co-located in the Theo Lacy Jail that houses 18-year-olds serving juvenile commitments. The program is designed to help older male wards transition into vocational and educational endeavors commensurate with their ages. There is an emphasis on GED preparation, vocational skill assessments, and independent living skills. Select wards are allowed to attend off-site educational programming on a daily basis.

The department also leases 64 beds at the Santa Ana City Jail for high security minors who are being tried in adult criminal courts.

Programs offering alternatives to incarceration in Juvenile Hall are also provided. The Juvenile Court Work Program allows offenders to work on weekend work crews in lieu of serving institutional commitments. The Accountability Commitment Program (ACP) allows offenders to be released home on electronic confinement to a day treatment program. It is run in conjunction with the OCDE and operates five days a week from 8 a.m. to 5 p.m.

- **Juvenile Hall** is a 434-bed institution in the city of Orange for juvenile offenders. It houses boys and girls, generally between ages 12 and 18, who are detained pending Juvenile Court hearings or who remain in custody by order of the court. Deputy Probation Counselors supervise the living units and provide individual and group counseling. Minors participate daily in outdoor sports and other recreational activities. Religious services and Bible studies are available to youths upon request. The Orange County Department of Education (OCDE) provides a fully accredited academic program. Nurses and dentists from the Health Care Agency (HCA) provide medical and dental care on-site. Psychiatrists and psychologists from HCA evaluate and assist minors with emotional or mental health problems. Staff at Juvenile Hall also provide in-custody sex offender treatment in two living units.



DPC Carroll Raby videotapes a ward at Lacy Juvenile Annex as part of a simulated job interview.

The remaining three **non-secure institutions** offer a total of 314 beds and a broad array of programs for juveniles serving court-ordered commitments.

- **Joplin Youth Center** is a 64-bed juvenile correctional institution located in the foothills of the Santa Ana Mountains, which provides residential treatment for teenage boys ages 13 to 17 years. Joplin has a gross total budget of \$3.6 million (\$2.2 million net county cost and \$1.3 million revenue) and 43 positions. The boys placed at the facility typically serve 30- to 120-day commitments. Activities include maintaining the site and providing services by working in the kitchen, doing laundry, and performing custodial work and other duties. Off-site, Joplin wards undertake supervised community projects, which include graffiti removal, assisting in a physical therapy program for severely disabled children, and maintaining trash pickup along a portion of Santiago Canyon Road. The school day consists of five classes with individualized course instruction. The youth also receive special education classes, employment training, computer education, and math tutoring as needed. Probation staff and HCA provide counseling for boys who have abused drugs or alcohol, and Narcotics and Alcoholics Anonymous hold meetings on site. Joplin staff members instruct minors in topics such as gang violence intervention, anger management, and parenting skills. Individual psychological counseling is available from trained psychologists. Classes are also provided in speech and physical fitness. Volunteers offer a variety of added services, such as Bible study, worship services, tutoring, and crafts.



A minor works in the kitchen as part of his graduation from Joplin's Culinary Arts Program.

Angels of Love

The nonprofit organization, Angels of Love, provides hand-made stained-glass angels to families of fallen police officers and fire fighters, children suffering from life-threatening illnesses, and victims of violent crimes. Joplin learned about the program and felt it would be an ideal activity to help the youth at Joplin give something back to their community and develop a greater compassion for others. With the help of volunteers and donations by the non-profit organization Bread for the Journey, a workshop was prepared to begin making the angels. Once a week for three hours, seven to eight boys work with Rick Cryder, the founder of Angels of Love, a Joplin Deputy Probation Counselor, and several dedicated volunteers to make the angels. In their first effort, they made angels for children at CHOC Hospital and personally gave them to the children and their families. Joplin minors are now involved in making angels for the families who lost loved ones in the recent fires across Southern California and marines killed in Iraq. Following is an excerpt from what one boy wrote about his experience:

"Going to the hospital and giving the angels to sick children is just a heart breaking experience.....I have never really thought what goes on in those hospitals until I gave out my first angel. Never have I seen or felt so bad about people. Giving out angels, I think, has made me a stronger person. If you think about it this experience made me realize what a fortunate person I really am; to have what I have."

Case Study: Eric

Eric was mad at the world and ready to take on anybody when challenged. He was placed at Los Pinos for his law violations, but had trouble following the institutional rules. When a counselor saw him flashing gang signs at a rival gang member, he was ready for Eric's usual denials and excuses. It looked like he was headed for further court action. Instead, Eric listened to the counselor and, for the first time in a long while, admitted what he had done was inappropriate. He spoke about his drug use and life on the streets as a gang member. The counselor continued to work with Eric and, over time, saw a tremendous improvement. Eric worked hard and became a mentor in the program. While at Los Pinos, he played on the basketball team, passed his GED, and began addressing his drug abuse problem. While on furloughs, he attended AA and NA meetings with family members. Eric is now living at home and has a job. He is drug free and still attends AA and NA meetings. His parents report he has removed himself from the gang scene and is committed to being a positive role model for his younger siblings.

■ **Los Pinos Conservation Camp** is a 125-bed, all-male institution situated in the Cleveland National Forest for boys ages 16 and older serving commitments of three months to one year. Los Pinos has a gross total budget of \$6.5 million (\$3.8 million net county cost and \$2.7 million revenue) and 90 positions. Juveniles placed at the facility participate in extensive vocational training, work programs, and ROP classes learning landscaping, forestry, computer technology, fire technology, auto repair, painting, construction, culinary arts, and custodial maintenance. In cooperation with the U.S. Forest Service, Los Pinos crews clear brush in the surrounding forest, clean and maintain local campsites, and construct and maintain trails. Boys also participate in CIF athletic competition in basketball, volleyball, and baseball and in AYSO soccer. In the camp's school program, youths can earn their high school diplomas or GED. Classes are offered in life skills, career training, job preparation, parenting skills, and substance abuse, as well as all general subject areas. Los Pinos provides programs in gang intervention, anger management, victim awareness, and racial tolerance. In addition, individual and family counseling is provided and a full-time psychologist specializing in drug abuse is available.

■ **Youth Guidance Center (YGC)** is a 125-bed facility located in Santa Ana for boys and girls ranging in age from 11 through 18 years. It has a gross total budget of \$6.9 million (\$3.5 million net county cost and \$3.4 million revenue) and 91 positions. YGC offers programs that focus on the wide range of needs of juvenile offenders. On-grounds drug and alcohol abuse counselors, clinical psychologists, and Deputy Probation Officers are available for individual case planning and counseling. Volunteers augment program activities and serve as mentors. YGC also offers specialized programs, such as a comprehensive program for teenage girls and two substance abuse programs: Breakthrough and ASERT (Addiction Substance Abuse Education and Recognition Treatment). All minors participate in an academic program at the institution's Rio Contiguo High School.



A Deputy Probation Counselor supervises two minors in the horticulture program as they unveil a sign in YGC's new Remembrance Garden.



Probation staff and minors look on as the 100-yard dash takes place during the 2003 Institutional Olympics. Minors from Youth Guidance Center, Joplin, and Los Pinos competed in three days of events.

Students normally attend school six periods per day. Selected minors may attend off-grounds college courses or available correspondence and televised courses for college credit. Work experience is also an integral part of life at YGC. The juveniles assist in the kitchen and laundry, as well as perform housekeeping, building maintenance, and grounds maintenance.

STRATEGIES FOR INSTITUTIONAL SERVICES TO ACCOMPLISH GOAL

- Maintain the incidence of facility overcrowding at or below the year 2003 level.
- Pursue strategies and funding to incrementally increase the number of juvenile beds.
- Continue to pursue siting and funding opportunities for a 390-bed South County Juvenile Hall.
- Work with the Resources and Development Management Department on a Master Maintenance Plan for the replacement and reconstruction of Juvenile Hall.
- Place priority on finalizing implementation of Phase II of the automated Institutions Management System (IMS).
- Continue to pursue the development of a multi-county regional institution for severely emotionally disturbed minors. In the interim, seek funds to develop an expanded in-custody treatment program with an aftercare component.
- Continue to plan for immediate and future bed space and programming requirements through regular management review of demographic trends in the institutional population.

KEY OUTCOME INDICATORS

Four measures have been implemented to evaluate the department's effectiveness in meeting this goal.

- Percent of probationers who do not commit a new crime or law violation while on probation.
- Percent of probationers who do not commit a violent felony crime while on probation.
- Percent of probationers employed or in school.
- Percent of improvement in offenders' interpersonal functioning and life-skills abilities after one year on probation.

KEY OUTCOME INDICATOR REPORTING

Goal #2: Percent of probationers who do not commit a new crime or law violation while on probation.

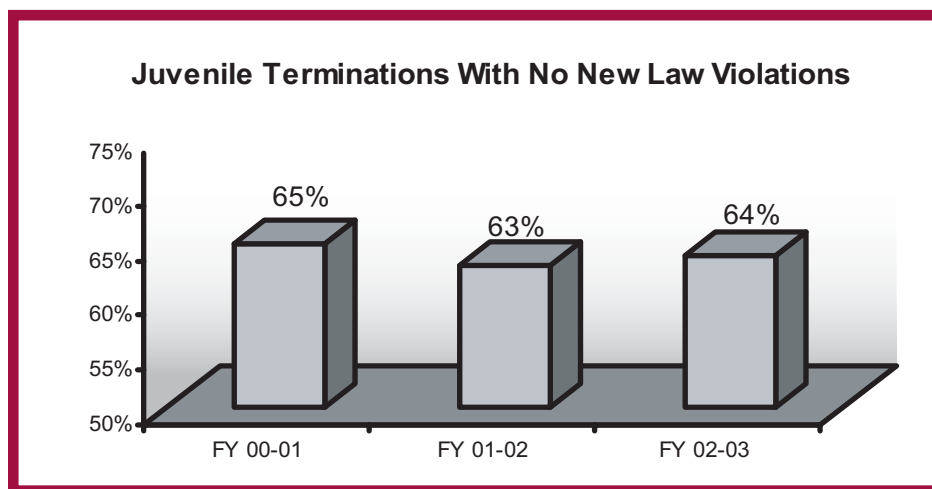
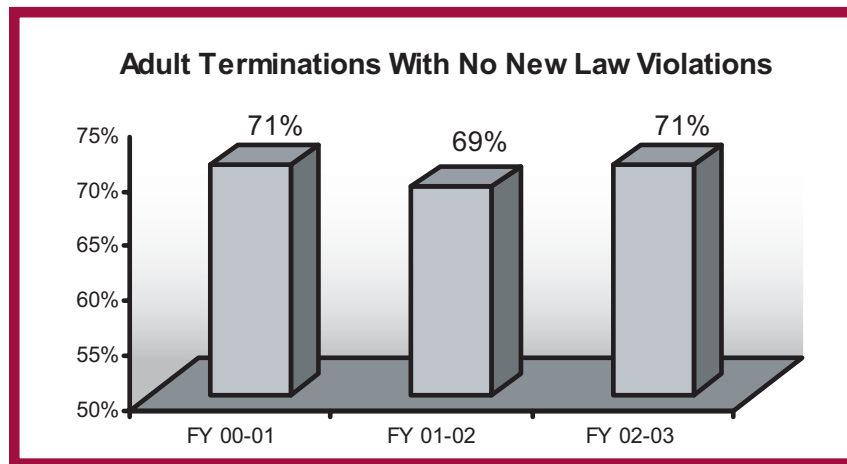
OUTCOME INDICATOR	FY 02-03 RESULTS	FY 03-04 PLAN	FY 03-04 ANTICIPATED RESULTS	FY 04-05 PLAN	HOW ARE WE DOING?
What: Percent of adult and juvenile probationers completing probation without any new law violation during their supervision period.	Adult: <ul style="list-style-type: none"> 71% of the 4,221 adults terminated formal probation in FY 02-03 without any new law violation during their supervision period. Juvenile: <ul style="list-style-type: none"> 64% of the 2,135 juveniles terminated formal probation in FY 02-03 without any new law violation during their supervision period. 93% of the 1,025 juveniles terminated informal probation in FY 02-03 without any new law violation during their supervision period. 	Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure. Continue to monitor results for specialized categories of offenders in comparison with aggregate results.	Meet or exceed the following rates: Formal Probation: Meet or exceed 60% or more of adults and juveniles terminating formal probation without any new law violations while under probation supervision. Informal Probation (Juvenile only): Meet or exceed rates of 90% or more of juveniles terminating informal probation without any new law violations while under probation supervision.	Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure. Evaluate whether to expand the outcome indicator reporting to present results for certain specialized categories of terminated cases.	<p>The FY 02-03 results reveal the department's ongoing success in protecting the community from further criminal activity by offenders under probation supervision. Similar to previous years' results, approximately two-thirds of adult and juvenile formal probationers and over 90% of lower-risk juveniles on informal probation, completed their supervision period without a new law offense. These findings are generally consistent with results reported for probation populations both in California and nationally.</p> <p>With the shift to more specialized supervision caseloads, of interest to the department is whether outcomes for these specialized cases differ from the overall results. To examine this, additional analyses were carried out with the largest specialized probation population, the adult PC1210 cases. (*) The results indicated that the PC1210 outcome was similar to that for the general population. That is, 68% of 516 PC1210 adult probationers terminated without any new law offense compared to 71% overall.</p> <p>In the upcoming year, the challenge presented for the department will be maintaining this current level of success with fewer resources available for managing probationers. It will therefore be even more critical to review interim outcome results to monitor any substantive changes.</p> <p>(*) The juvenile specialized populations (i.e., 8% YFRC High-Risk, drug court, sex offenders) included in these terminated cases were too small for any meaningful analyses.</p>

Why: Measures level of community safety by identifying probationers who do not commit a new law violation.

KEY OUTCOME TRENDS

Goal #2: Percent of probationers who do not commit a new crime or law violation while on probation.

Why is this important? This indicator marks the department's success rate in protecting the community from additional law violations by adult and juvenile offenders who are supervised by the Probation Department. For more information, refer to the previous page.



Source: Adult and Juvenile Profile/Outcome Database, Orange County Probation Department.

KEY OUTCOME INDICATOR REPORTING

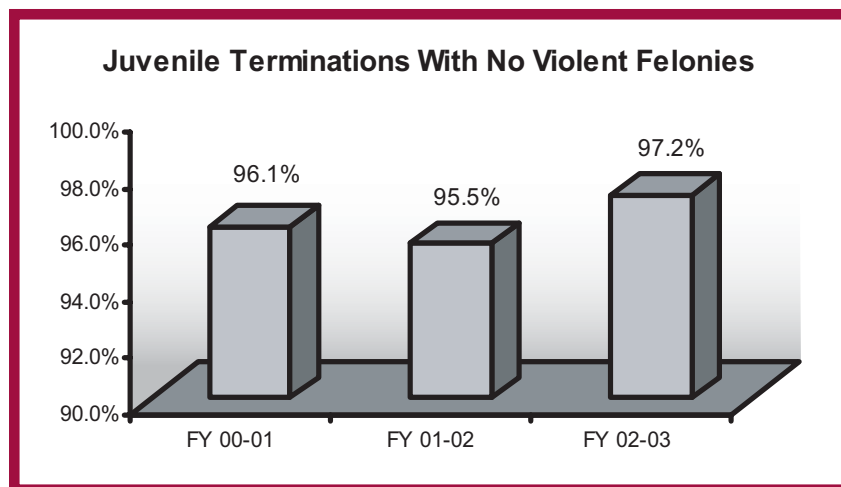
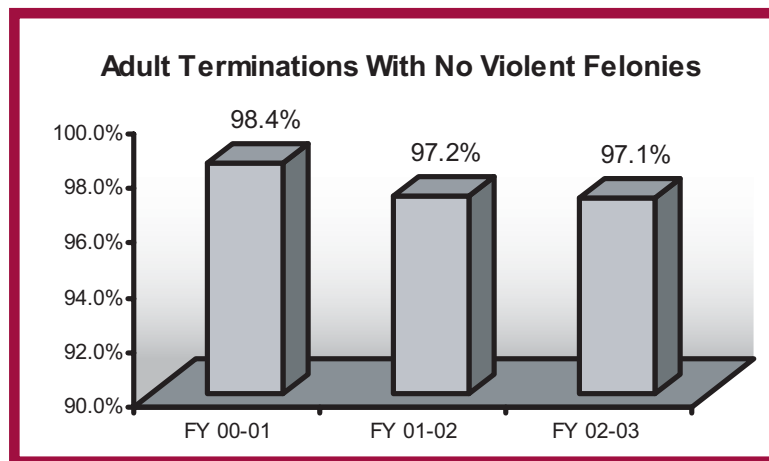
Goal #2: Percent of probationers who do not commit a violent crime while on probation.

OUTCOME INDICATOR	FY 02-03 RESULTS	FY 03-04 PLAN	FY 03-04 ANTICIPATED RESULTS	FY 04-05 PLAN	HOW ARE WE DOING?
What: Percent of all adult and juvenile probationers completing probation without committing a violent crime during their supervision period. ¹	<p>Adults: 97.1% of the 4,221 adults terminated from formal probation in FY 02-03 did not commit a violent crime during their supervision period.</p> <p>Juveniles: 97.2% of the 2,135 juveniles terminated from formal probation in FY 02-03 did not commit a violent crime during their supervision period.</p>	<p>Maintain the resources and supervision level needed to attain the goal targeted for this outcome measure.</p> <p>Assess results for specialized categories of offenders in comparison with aggregated results.</p> <p>Monitor violent crime trends both within and outside of the county.</p>	<p>Meet or exceed rates of 95% of adults and juveniles terminating formal probation without committing a violent crime while under probation supervision.</p>	<p>Maintain the resources and supervision level needed to attain the goal targeted for this outcome measure.</p> <p>Evaluate whether to expand the outcome indicator reporting to present results for certain specialized terminated cases.</p>	<p>These results continue to document that the vast majority of juvenile and adult probationers complete their probation supervision <i>without</i> committing a violent crime. It provides one of the best indicators of the success of probation and other law enforcement agencies in protecting the community from the most violent of criminal acts.</p> <p>Violent crime indexes in the state and nationally have generally noted declines in violent crimes since the late 1990's. According to the California Department of Justice's preliminary report for the first six months of 2003, this decline is continuing as a decrease of 3.7% in reported violent crime was cited compared to the same time period in 2002.</p> <p>This index as well as other crime trends are monitored continuously to identify any changes in trends and to evaluate their potential impact on probation both in terms of offender profiles and anticipated service needs.</p>
Why: Measures level of community safety by identifying probationers not arrested for violent crimes.					
¹ Violent crimes as defined by the California Department of Justice include homicide, forcible rape, robbery, assault, and kidnapping.					

KEY OUTCOME TRENDS

Goal #2: Percent of probationers who do not commit a violent crime while on probation.

Why is this important? This indicator marks Probation's success rate in protecting the community from the most violent criminal acts. For more information, refer to the previous page.



Source: Adult and Juvenile Profile/Outcome and Case Management Database, Orange County Probation Department.

KEY OUTCOME INDICATOR REPORTING

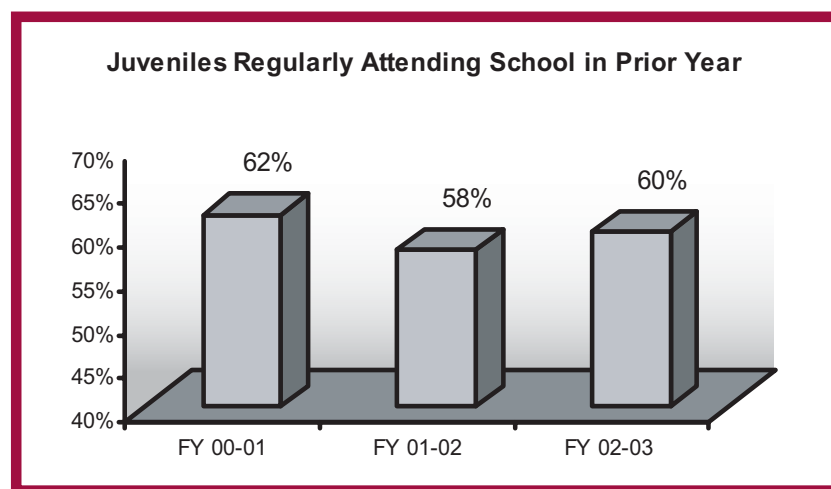
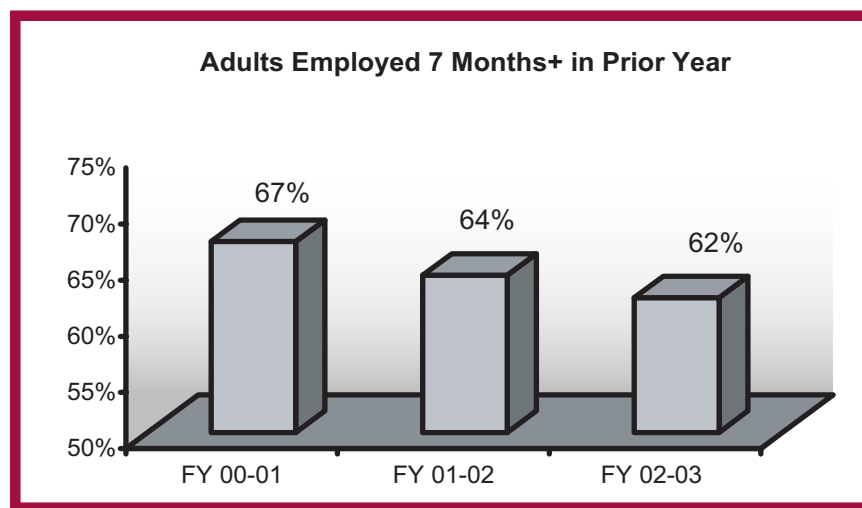
Goal #2: Percent of probationers employed or in school.

OUTCOME INDICATOR	FY 02-03 RESULTS	FY 03-04 PLAN	FY 03-04 ANTICIPATED RESULTS	FY 04-05 PLAN	HOW ARE WE DOING?
<p>What: Percentage of adult probationers employed or in school for five months or more in the past 12 months.</p> <p>Percentage of juvenile probationers consistently attending school.</p>	<p>Adult: 62% of the 8,555 adult probationers under probation supervision in FY 02-03 were employed or in school for 5 months or more in the preceding 12 months.</p> <p>Juvenile: 60% of the 3,850 juvenile probationers under probation supervision in FY 02-03 were attending school regularly without truancy problems.</p>	<p>Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure.</p> <p>Conduct a mid-year assessment of both indicators.</p>	<p>Adults: Meet or exceed a 60 % rate of adult probationers employed or in school for 5 months or more in the prior 12 months.</p> <p>Juveniles: Meet or exceed a 55% rate of juvenile probationers consistently attending school.</p>	<p>Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure.</p> <p>Examine the indicator results for subgroups of specialized offenders.</p>	<p>Gainful employment and regular school attendance are key measures of progress made by adult and juvenile offenders respectively toward resocialization. Results for both indicators continue to exceed the targeted goal set for each, confirming the department's success in facilitating this resocialization.</p> <p>The FY 02-03 findings for these two indicators were monitored closely over this past year after a decline was observed in last year's results. (See page 34). For that reason, the modest increase in the juvenile school attendance results was encouraging (60%, up from 58% in FY 01-02).</p> <p>The adult employment results, however, once again showed a decline. Though 62% still exceeds the target goal, this two-year decline is of concern. Several factors are believed to contribute to this decrease. Certainly one factor is the economic recession experienced in the county as well as elsewhere, and its impact on unemployment rates. In fact, unemployment rates for Orange County as reported by the U.S. Department of Labor rose from 2.5% in 2000 to 3.9% by the end of 2002.</p> <p>Another related factor is the shift in the adult probationer population since the Prop 36/ PC1210 implementation. PC 1210 offenders, a group who in many instances would have been sent to prison prior to this legislation, now comprise nearly half of the total adult probation population. A review of results for PC1210 probationers confirms that their percent employed was considerably lower (51% of 1,658) than the overall 62%. With the anticipated rise in this specialized probation population, addressing their employment needs as well as that of other probationers in the current economic environment will test the department's resources and necessitate close monitoring.</p>
<p>Why: Measures probation's success in assisting probationers to gain employment or to maintain regular school attendance.</p>					

KEY OUTCOME TRENDS

Goal #2: Percent of probationers employed or in school.

Why is this important? Gainful employment and regular school attendance are key measures of progress for adult and juvenile offenders. For more information, refer to the previous page.



Source: Adult and Juvenile Profile/Outcome Database, Orange County Probation Department.

KEY OUTCOME INDICATOR REPORTING

Goal #2: Percent of improvement in offenders' interpersonal functioning and life-skills abilities after one year on probation.

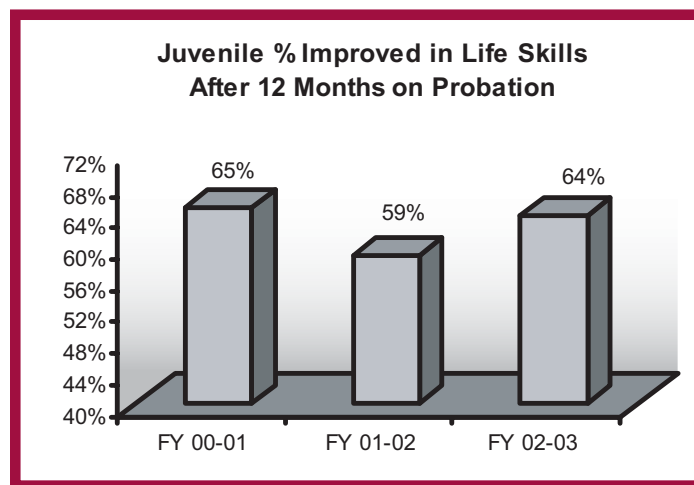
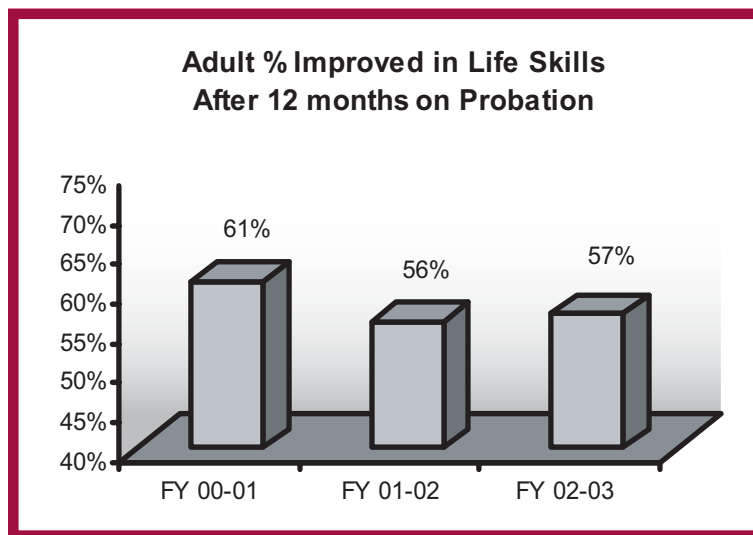
OUTCOME INDICATOR	FY 02-03 RESULTS	FY 03-04 PLAN	FY 03-04 ANTICIPATED RESULTS	FY 04-05 PLAN	HOW ARE WE DOING?
<p>What:² Percent of improvement in adult and juvenile offenders' interpersonal functioning and life-skills abilities based on a standardized assessment of needs after one year on probation supervision.</p>	<p>Adult: 1,257 adults were assessed in FY 02-03 after having been on probation for approximately one year. After one year on probation,</p> <ul style="list-style-type: none"> • 57% had demonstrated some improvement in their total interpersonal functioning and life-skill needs. • 33% had improved to the extent that their overall need classification was reduced to a lower level. <p>Juvenile: 481 juveniles were assessed in FY 02-03 after having been on probation for approximately one year. After one year on probation,</p> <ul style="list-style-type: none"> • 64% had demonstrated some improvement in their total interpersonal functioning and life-skill needs. • 37% had improved to the extent that their overall need classification was reduced to a lower level. 	<p>Maintain the resources and supervision level needed to attain the goals targeted for these outcome indicators.</p> <p>Determine if additional refinement of indicators is warranted based on probationers' initial needs profile.</p> <p>Continue to monitor outcomes for specialized probation populations.</p>	<p>Meet or exceed the current year results.</p>	<p>Maintain the resources and supervision level needed to attain the goals targeted for these outcome indicators.</p> <p>Establish target goals based on the five-year results.</p>	<p>During their first year on probation, over half of adult offenders and nearly two-thirds of juvenile offenders had made progress in addressing their needs deficits. For about one-third of these offenders, this progress resulted in a lowering of their overall needs classification.</p> <p>As with the employment and school indicators, close attention was given to these needs indicators after observing a drop in all four measures last year. This decline was particularly large for the juvenile probationers. Thus, the increase noted in both of the juvenile indicators and one of the adult indicators, bringing them up to the FY 00-01 levels, was heartening to see. For the adult indicator of total improvement in needs, this year's results (57%) held to last year's results and did not reflect any additional decline.</p> <p>In the coming year, it will be important to closely monitor all of the resocialization indicators. The continuing fiscal crisis will not only impact probation resources but will also lead to fewer community resources available to provide valuable intervention services for addressing the needs of probationers.</p>
Why: Measures effectiveness in addressing juvenile and adult probationers' needs during their first year under probation supervision.					

² The Deputy Probation Officers conduct a standardized risk/needs assessment when an offender is first placed on probation and at six-month intervals while on probation. The needs assessment, which is the information source for this measure, helps the officer identify the offender's resocialization service needs in the following areas: Academic/School Problems; Alcohol & Drug Abuse; Emotional Stability; Physical Health; Parental or Marital/Family Relationships; Peers/Companions; (ADULTS ONLY) Vocational Skills; Employment Stability; Financial Stability.

KEY OUTCOME TRENDS

Goal #2: Percent of improvement in offenders' interpersonal functioning and life-skills abilities after one year on probation.

Why is this important? Improvement in life-skills abilities indicates probationers are gaining the skills needed to become productive law-abiding citizens. Areas measured are academic/school progress, alcohol/drug abuse, emotional stability, physical health, parental or marital/family relationships, peers/companions, vocational skills, employment stability, and financial stability. For more information, refer to the previous page.



Source: Adult and Juvenile Profile/Outcome Database, Orange County Probation Department.

GOAL #3

Assist crime victims by presenting their interests to the courts and providing support services.

The Probation Department's goal is to ensure that the needs and interests of victims are addressed in the criminal justice process. The department's unique role in victim services begins when the offender is being processed by the juvenile/criminal courts and continues for as long as the offender is on probation supervision. The other primary organization in the County that provides services to victims is Victim Witness, which is located in all of the courts and works with the District Attorney's Office to provide services at the initial stages of an offender's adjudication. The Probation Department and Victim Witness coordinate their victim service efforts in areas where there is overlap. Both organizations assist the victim to understand the criminal justice process, but the Probation Department presents the needs and interests of victims to the court in court reports. Once the offender's case is adjudicated, Deputy Probation Officers and Collection Officers provide information to victims, offer support services, collect restitution, and make referrals to resources. Deputy Probation Officers also increase the safety of victims by monitoring the activities of offenders, which is especially critical in stalking and domestic violence cases. A Victim Services Coordinator collaborates with other victim-service providers to coordinate efforts for victims, provides programs and training for Probation Department staff and new District Attorney staff so they are knowledgeable and sensitive to victims and victim issues, and responds directly to victims who have questions or need assistance.

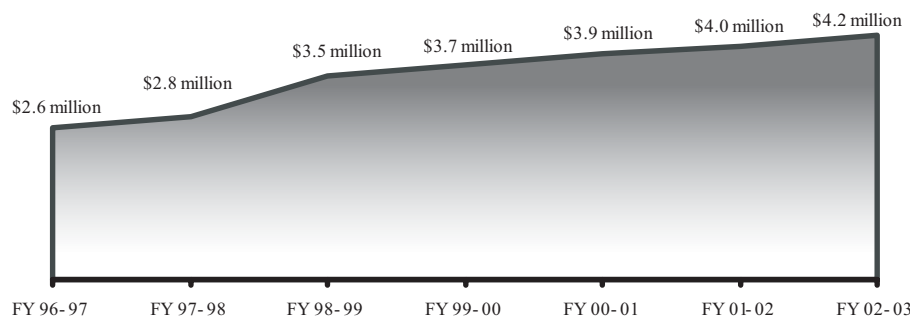
CLIENTS

Victims come to the attention of the Probation Department because of crimes committed against them. These crimes may range from a relatively minor incident of petty theft to a serious, life-threatening crime of violence, such as assault or rape. Victims come from a variety of ethnic, economic, and social groups. Their ages range from children to the elderly. The needs of victims differ according to their own response to the crime and the nature of the crime.

The Probation Department tries to give these victims a direct, meaningful voice in the criminal justice system. Deputy Probation Officers contact crime victims for input to share with the courts their version of the incident and

its impact on them. Also, victims are provided with information about the court process and the meaning of court orders that relate to them. Once offenders are placed on probation, deputies supervise them to prevent further victimization.

**PROBATION COLLECTIONS FOR CRIME VICTIM
RESTITUTION AND WELFARE FRAUD RE-PAYMENTS
(1996-2003)**



Case Study: Karen

Karen was repeatedly beaten and harassed by her husband, Tom. He was placed on probation for abuse. Karen started divorce and child custody proceedings. She obtained a protective order to keep her husband away. When he continued the harassment and abuse, the police and Probation came to Karen's aid. Within two months of being placed on probation, Tom was found in violation of probation and convicted of a new felony for stalking and a misdemeanor for repeated annoying phone calls. He received a lengthy jail sentence, but resumed the harassment upon his release. Karen notified the Deputy Probation Officer, who took immediate action. A search of Tom's residence revealed phone records documenting over 300 calls to Karen in a one-month period. Probation worked with the District Attorney, who filed 11 felony counts for violation of the protective order. Tom was convicted and is now serving another lengthy jail sentence. Throughout this ordeal, the assigned Deputy Probation Officer maintained almost daily contact with Karen to monitor her safety and well being. Due to swift action by the assigned deputy and the other justice system agencies, Karen is now safe and able to maintain her home and children.

One of the most important services provided to victims by the Probation Department is the collection of restitution ordered by the court. Collection Officers retrieve restitution for crime victims, child support typically for mothers raising children on their own, and an assortment of fines, penalties, and fees which offset costs to provide criminal justice services. For FY 2002-03, Probation collections totaled approximately \$4.2 million for crime victim restitution and Welfare Fraud re-payments.

Specialized services are provided for the victims of domestic violence batterers and sex offenders. In the Domestic Violence Unit, specially trained Deputy Probation Officers administer nationally recognized instruments to assess the level of danger presented to victims. Volunteer staff are available to maintain regular contact with the victims of sex offenders who seek additional services. Juvenile sex offenders on probation and their victims are being targeted for program services by the District Attorney and Probation Department. Though representing a small number of all juvenile offenders, the number of juvenile sex offenders has been rising. This joint endeavor, partially funded by the District Attorney's Juvenile Accountability Incentive Block Grant funds, is intended to reduce the growing population of juvenile sex offenders and their victims.

CHALLENGES

- Welfare and Institutions Code 730.7 finds that parents or guardians may be jointly and individually liable with the minor for payment of restitution to the victim. Each companion minor is also held jointly and individually liable for the payment of restitution. This legislation was intended to ensure victims are made whole. However, trying to keep track of all the payments made by the different parties toward various obligations is a highly complex accounting process.

Solutions: Deputy Probation Officers will receive additional training to ensure they understand the various ramifications of joint and individual liability. Juvenile Collection Officers will be deployed to the same geographic locations as the field units to improve communication and enhance effectiveness with field deputies.

- Maintaining a proper focus/balance on the importance of victims and consistently disseminating victim information will be a challenge as resources diminish and caseloads continue to increase.

Solutions: The department will create a variety of communication tools for all staff to emphasize the importance of victim services.

Deputized staff and Collection Officers will be continually updated about new laws, services, and trends impacting victims.

- The conventional methods for surveying crime victims' satisfaction with Probation services are inappropriate for the victims of serious crimes. Developing a method will present a challenge.

Solutions: During the coming year, the department will focus on refining the victim satisfaction measure to more fully assess satisfaction among the specialized population of victims of serious crimes.

RESOURCES

The Victim Services function is located in the Program Division. The goal of assisting victims encompasses resources and staff from all three of the department's key service areas: Institutional Services, Field Services, and Special Services.

The Victim Services Coordinator (VSC) is involved in the development and oversight of all programs involving victims, as well as direct services. Deputy Probation Officers (Adult Court and Juvenile Court Divisions) interview victims to include their statements in court reports. The Collection Officers (Administrative and Fiscal Division) and assigned Deputy Probation Officers (Adult and Juvenile Supervision Divisions) are responsible for the collection of restitution and other victim case contacts as necessary. Staff in the institutions provide victim sensitivity training to offenders and require minors to pay restitution with a portion of any money earned. Staff from the Research Division, in conjunction with the VSC, conduct the victim surveys and participate in follow-up activities as required. A Victim Services Strategic Planning Group (VSSPG) comprised of managers, research, and program staff work with the VSC to coordinate/develop victim services for the department.



VSC Pamela Newcomb chairs quarterly VSSPG meetings to coordinate Probation's victim services.

STRATEGIES TO ACCOMPLISH GOAL

- Continue to refine the Probation Financial Systems (PFS) to maximize financial recovery for victims and promote the accountability of offenders.
- Continue to develop services provided by the central Victim Services Coordinator to achieve maximum efficiency of this dedicated staff position.
- Ensure all service areas respond to victim questions/issues in a timely manner.
- Increase staff awareness, knowledge, and sensitivity regarding crime victims.
- Disseminate information to staff regarding victim awareness events and activities.
- Continue to evaluate the needs of distinct populations, such as victims of domestic violence and sex offenders, and assist with the development of appropriate services.
- Evaluate staff training needs and develop training regarding victims and specific victim issues.
- Evaluate the quality of probation services to crime victims and recommend improvements based on the results of victim satisfaction surveys conducted for the past three years.
- Continue to assist Institutional Services and the YFRCs with victim awareness education programs.
- Continue to collaborate with other victim-service providers.

KEY OUTCOME INDICATORS

Two measures have been implemented to evaluate this goal:

- Percentage of court-ordered restitution paid by probationers to crime victims at closure of obligation.
- Victim ratings of satisfaction relative to the quality and manner of probation services provided to them.

KEY OUTCOME INDICATOR REPORTING

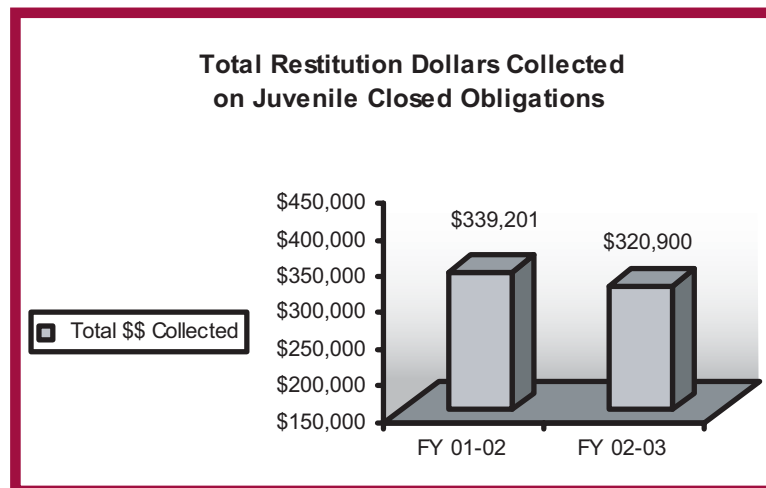
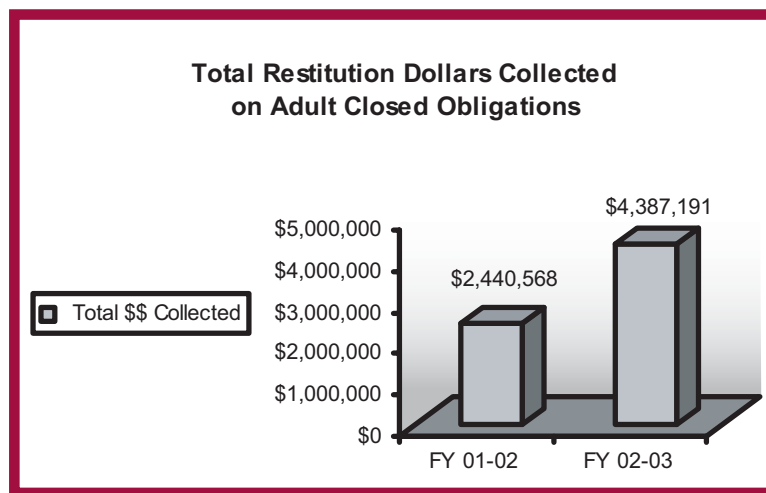
Goal #3: Percentage of court-ordered restitution paid by probationers to crime victims at closure of obligation.

OUTCOME INDICATOR	FY 02-03 RESULTS	FY 03-04 PLAN	FY 03-04 ANTICIPATED RESULTS	FY 04-05 PLAN	HOW ARE WE DOING?
What: Percentage of court-ordered restitution paid by adult and juvenile probationers to crime victims.	<p>Adult: (*) In FY 02-03, 820 adult probation cases with restitution obligations to victims, including welfare fraud cases, were closed.</p> <ul style="list-style-type: none"> 55% of the obligations were closed with the victim <i>paid in full</i>. A total of \$4,387,191 in restitution was paid to victims by all adult probationers whose obligations closed. Of that amount, 89% of the restitution dollars collected went to victims <i>paid in full</i>. <p>Juvenile: In FY 02-03, 594 juvenile probationer cases with restitution obligations to victims were closed.</p> <ul style="list-style-type: none"> 78% of the obligations were closed with the victim <i>"paid in full."</i> A total of \$320,900 in restitution was paid to victims by all juveniles and their parents whose obligations closed. Of that amount, 91% of the restitution dollars collected went to victims <i>paid in full</i>. 	<p>Establish appropriate target goals based on three years of results.</p> <p>Continue to develop the methodology for reporting on closed cases where victims were compensated less than 100% but in accordance with the probationers' financial ability to pay.</p> <p>Continue reviewing current collection practices to identify areas for improvement.</p>	<p>Meet or exceed the prior years' results</p>	<p>Implement expanded reporting on closed cases where victims were paid in accordance with probationers' ability to pay.</p> <p>Implement any modified or new practices that are designed to improve collection of victim restitution from probationers.</p>	<p>Of all victim restitution obligations that closed in FY 02-03, over half of the adult cases and nearly 80% of the juvenile cases closed with the victim being paid in full. Further, the vast majority of victim restitution dollars collected from all closed obligations this year went to those victims that were fully compensated.</p> <p>The results reported here are similar to those from FY 01-02 with one important exception. The total restitution collected for all adult closed cases this fiscal year — approximately \$4.4 million — is almost double the amount collected from roughly the same number of adult closed cases last fiscal year (FY 01-02 total was \$2.4 million from 879 closed cases). A key reason for this substantial improvement is believed to be an enhancement implemented early in FY 02-03. This enhancement involves probation obtaining a formal restitution order from the court as soon as the restitution amount has been established with the victim. Previously, a formal court order specific to victim restitution was obtained only at the closure of an obligation if any restitution was still owed by the probationer.</p> <p>The department's increased emphasis on "making victims whole" has resulted in more attention across the agency to the needs and concerns of victims of probationers. Collecting restitution for these victims represents one very tangible way that collection officers in collaboration with probation officers can assist in accomplishing this goal. These results reflect the department's success in this area and the continued work to refine and improve upon the current restitution collection process.</p>
Why: Measures probation's success in collecting restitution for crime victims. (*)The adult reporting on this indicator includes welfare fraud restitution closed cases. This restitution is returned to the county Social Services Agency.					

KEY OUTCOME TRENDS

Goal #3: Percentage of court-ordered restitution paid by probationers to crime victims at closure of obligation.

Why is this important? Collecting restitution for victims represents one very tangible way that Probation Officers can assist victims. This indicator shows the effectiveness of the department's collection efforts. For more information, refer to the previous page.



Source: Probation Financial System, Orange County Probation Department.

KEY OUTCOME INDICATOR REPORTING

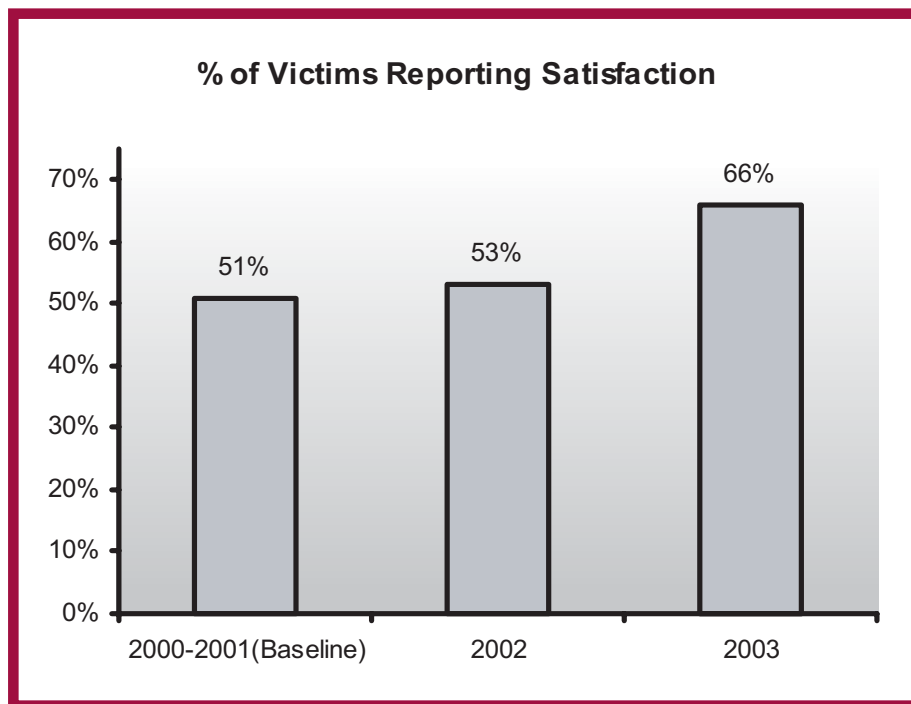
Goal #3: Victim ratings of satisfaction relative to the quality and manner of probation services provided to them.

OUTCOME INDICATOR	FY 02-03 RESULTS	FY 03-04 PLAN	FY 03-04 ANTICIPATED RESULTS	FY 04-05 PLAN	HOW ARE WE DOING?
What: (*1) Ratings of victim satisfaction with the quality and manner in which department services are provided to victims.	<p>Surveys were mailed to 1,608 victims representing the two major victim service areas within probation (victims owed restitution and victims contacted for intake and investigations). Respondents were also given the opportunity to request further information when they returned the survey.</p> <p>A total of 248 individuals had responded to the survey by late November, representing 15% of all surveys mailed. As in the past, the primary contact with probation staff occurs via letter or telephone. The responses indicated that, overall:</p> <ul style="list-style-type: none"> • 66% were satisfied with the victim services they had received from probation. • 22% expressed dissatisfaction with the services. <p>Of those responding, 31% requested further information about their case. Probation's Victim Services Coordinator is now following up on each one of these requests.</p>	<p>Continue planning for surveying victim satisfaction at selected points in the probation system.</p> <p>Continue planning for assessing satisfaction among victims of violent crimes.</p>	<p>Meet or exceed the baseline results.</p>	<p>Implement victim satisfaction surveys at selected points in the probation system (January, 2005)</p> <p>Implement recommendations for assessing satisfaction among victims of violent crimes.</p>	<p>The 2003 survey findings revealed a number of improvements in satisfaction with probation's services from the 2000-2001 baseline results. Two-thirds of respondents reported being satisfied overall with services in contrast to the baseline of 51%. In fact, results for every question were higher than the baseline year with statistically significant increases found for 9 of the 10 survey questions.</p> <p>As in previous years, courtesy of the staff was the area rated highest in satisfaction (66%). In addition, respondents also reported a greater degree of satisfaction with the information provided by staff in response to their questions. These results were especially encouraging for two areas which have been the most challenging, that of providing accurate and current information to victims concerning restitution collection and the offender's case status. For the first time, more than half of this year's respondents indicated satisfaction with obtaining information on these two areas.</p> <p>These findings clearly demonstrate the advances made by the department over the past several years in terms of improving services to victims. Responses from the surveys have been of great benefit in helping to focus these efforts on those areas where specific gaps exist. The addition of a Victim Services Coordinator two years ago along with a toll-free number dedicated to victims (1-866-843-9334) has given both victims and staff a centralized contact for questions and information. Planning will continue this coming year to establish a protocol for assessing victim satisfaction at key points in the system and among victims of violent crimes. The implementation of these expanded protocols, which is targeted for the latter part of FY 04-05, will provide the department with a comprehensive assessment of victim satisfaction.</p>
Why: Measures victim satisfaction with services provided by probation.					
(*1) The Victim Survey is conducted by the Probation Research Division and was developed by research staff following an extensive review of victim surveys used in criminal justice agencies nation-wide. The survey consists of 10 items and respondents rate satisfaction to each item on a five-point scale (strongly agree, agree, neutral, disagree, strongly disagree)					

KEY OUTCOME TRENDS

Goal #3: Victim ratings of satisfaction relative to the quality and manner of probation services provided to them.

Why is this important? Responses from the victim surveys assist the department to improve services and address any gaps that may exist. These findings clearly demonstrate the advances made by the department over the past several years in improving services to victims. For more information, refer to the previous page.



Source: Victim Survey Results, Orange County Probation Department.

DEPARTMENT-WIDE CHALLENGES, STRATEGIES, AND RESOURCES

Some of the challenges, strategies, and resources to accomplish the Operational Plan during 2004 are department-wide and affect all of the goals.

CHALLENGES

- The County's Annual Leave Program (implemented in January 2003) and Safety Retirement benefits for peace officers (implemented in June 2002) continue to have a major impact on the department. With the retirement of 47 sworn staff in 2002 and approximately 49 staff by the end of 2003, the department has lost significant experience, knowledge, and historical perspective. The loss of these seasoned staff will continue to pose a tremendous challenge for the department for the next several years.

Solutions: The department continues to place emphasis on its succession planning efforts to effectively deal with the recruitment, hiring, training, and promotion of qualified staff. Planning efforts will go on in 2004 in order to ensure that staffing levels are sufficiently maintained.

- The Board of Corrections administers the Standards and Training for Corrections (STC) program, which requires that sworn staff meet annual training requirements each fiscal year. Until recently, this program was supplemented by local assistance funding from the State. However, STC funding was eliminated on July 1, 2003 even though annual training requirements remain in effect. It will be a significant challenge for the department to utilize available resources to mitigate the loss of this funding source.

Solutions: Modifications to the department's training program are being implemented to mitigate the loss of State funding. The department is closely scrutinizing all training curriculums to ensure that the training is necessary and appropriate. Expert in-house trainers are being utilized on a more frequent basis to avoid expenses associated with the use of outside training providers. Evaluation and modification of the STC Training Program will continue during the upcoming year.

- The growing dependence of department operations on automation coupled with the ongoing maintenance and enhancement of these new technology applications require that the regular full-time Information Technology (IT) staff have or develop the appropriate technical skills to eliminate the utilization of consultants, as in the past.

Solutions: Probation will establish the appropriate technical skills training program for each member of the IT staff and allocate the funds to support the costs of five to ten days of annual technical training.

- The increased utilization of automation as a critical tool to address the department's operations and mission necessitates that the computer processing performance level enhances rather than hinders the productivity of staff. The growth of new automation applications will require that a processor upgrade be made.

Solutions: Bid specifications will be developed for the appropriate processor configuration to meet the projected demands for two to three years.

- The department's automation is dependent on the adequate performance of the data and information flow via the County ATM data communications network. The increased volume of data related to digital documents, photos, digital signatures, etc. will require network performance of 100mb to each desktop PC. The network switching equipment utilized by the department must be upgraded to provide the required capacity for adequate transmission performance.

Solutions: The data communications network switching equipment will be updated to the 1GB bandwidth technology. The upgrades will be required at all Probation office locations.

- The department currently utilizes the Microsoft Office 97 suite of software products. These products are nearing technical obsolescence. The capability to share information among other criminal justice agencies is hindered. Vendor support for this suite of products has been discontinued. Incompatibility with the newer PC hardware technology is increasing. The installation of the new software will be a significant strain on the department's IT staff resources. Compatibility with the department's existing desktop software programs, files, and documents will be an issue.

Solutions: The department's 1400-plus PCs will be upgraded with the latest version of the Microsoft Office System suite of products. Additional IT resources will be required to enable a timely and effective installation on each PC.

- The department has 900 desktop PC's and nearly 500 laptop PC's. Many of these devices are over four years old and are no longer capable of supporting the department's new business software applications. Approximately 50% of these devices need to be replaced with updated equipment. There is a significant workload associated with the removal, installation and testing of this large number of devices at some 25-plus locations.

Solutions: The department will acquire replacement desktop PCs and replacement Laptop PCs. Technician resources will be utilized to assist with the installation of the new equipment.

- The department's stated strategy of Integrated Case Management (ICM) requires that the case information contained within documents be accessible to staff when and where needed via the utilization of document imaging technology. This will require the purchase of the related hardware (scanners, servers, PCs) and the software licenses to support the implementation and utilization of these technologies. This will require the "re-engineering" of many office processes and the related staff training.

Solutions: Probation needs to purchase the required scanner devices, PCs for scanning, and network servers. The legally required On Base software licenses must be acquired for some 1400 users.

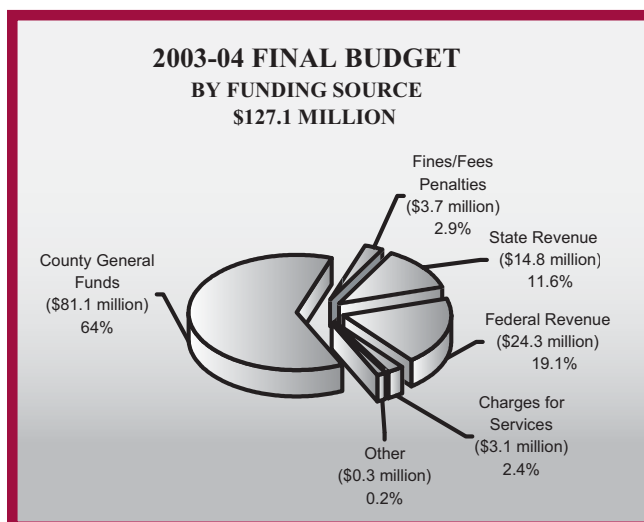
STRATEGIES

- Adjust to budget shortfalls without compromising the delivery of services that ensure public safety and the health and security of juveniles in the Probation Department's care.
- Continue the efforts begun in 2003 to aggressively recruit, hire, and train qualified staff for critical positions within all service levels.
- Continue to produce and issue magnetic striped employee ID badges with photos and signatures to allow the department to transition to the use of magnetic door locks at all probation facilities. This will lead to improved physical security and be a more efficient system. An additional benefit of the application will be the collection of digitized signatures for all department staff, which will enable the use of electronic forms and reporting technologies in the future.
- Continue to explore the use of automation and other technological advances to improve the way the Probation Department conducts business.
- Continue to develop and implement an "on-line forms" capability within the *PROB-NET* department Intranet portal with the goal to eliminate, whenever possible, the need to purchase custom forms and migrate away from the NCR multi-part paper types of forms. Forms will be created electronically using word processing software and processed in a manner that will facilitate electronic transmission and filing.
- Continue to devote the necessary resources to fulfill the department's 2002 strategic plan to develop an Integrated Case Management (ICM) system.
- Continue to prepare staff for the changes that will occur resulting from new improved technology that will reengineer many of Probation's business programs.

RESOURCES

The Probation Department has a \$127.1 million budget. Sixty-four percent of the budget comes from the County General Fund. The remaining 36% represents revenues credited to Probation originating from federal and state sources, contracts for specialized probation services, and fees for services.

The department maintains a dedicated, highly trained staff of 1,470 regular employees and 102 extra-help employees. In the last fiscal year, Probation staff members received over 52,743 hours of instruction in more than 439 professional classes and other training opportunities coordinated by Probation's Human Resources and Training Division.



BUSINESS PLAN 2004

Probation activities are also supported by about 600 Volunteers in Probation (VIPs), 46 Volunteer Probation Officers (VPOs), 23 new college interns each quarter, and the 100-member Probation Community Action Association (PCAA). Known as the “Heart of Probation”, PCAA is a nonprofit organization that was created to support special Probation projects and meet the needs of offenders and their families that could not be met with public Probation funds. Special projects include a tattoo removal program and the annual holiday Adopt-A-Family program. Two programs have been specifically targeted by PCAA for support: the Youth and Family Resource Centers and County Islands (unincorporated communities surrounded by cities). The Family Assistance Fund provides assistance to families in need of food, clothing, rent/utilities assistance, etc. The work of the PCAA members is supplemented by approximately 380 volunteers who assist with program services in numerous ways.

Storytime

One of the Probation Community Action Association’s special projects is *Storytime*, a program to promote literacy among at-risk youth. Three times per month for nine months a year, volunteers read a selected story at community centers in low-income areas of Orange County. They then give every child in attendance a copy of the book that was read. An average of 60 to 100 children, ages 3 to 14 years, attend each Storytime. PCAA distributes at least 3,600 books to needy children each year. At Christmas, children receive a plush toy in addition to a book. For some of these children, that is the nicest present they receive for the holidays. In recognition of its Storytime program, PCAA received a 2003 Acts of Caring Award for “Youth Literacy Mentoring” from the National Association of Counties (NACo) in Washington, D.C.



Assistant Division Director Jan Brown and Volunteer Probation Officer Wayne Buser pose with a group of youngsters who each received a book as part of PCAA’s Storytime project.



APPENDIX



ORANGE COUNTY PROBATION DEPARTMENT

ORGANIZATIONAL CHART

CHIEF PROBATION OFFICER
Stephanie Lewis
Secretary, Janice Burke

APPENDIX A

CHIEF DEPUTY PROBATION OFFICER INSTITUTIONAL SERVICES Thomas Wright <i>Secretary, Ofelia Garcia</i>	CHIEF DEPUTY PROBATION OFFICER FIELD SERVICES Bill Daniel <i>Secretary, Marlene McVay</i>	CHIEF DEPUTY PROBATION OFFICER SPECIAL SERVICES Colleen Preciado <i>Secretary, Mary McDermid</i>
JUVENILE HALL - DIVISION I, III, V & VII <i>Secretary, Bette Bowen</i> Division I - Intake/Release, Kitchen & Supplies, CEGU/Medical Liaison Assistant Division Director, Jim Belter Division III - Camp Transition/Detention Assistant Division Director, Al Garcia Division V - JCWP, Units/Alt. Confinement, Transportation Assistant Division Director, Corrie Nichter Division VII - Youth Leadership Academy Assistant Division Director, Tony Chicas	ADULT SUPERVISION DIVISION Jeff Corp (SAO-SL) <i>Secretary, Karen Ziemke</i> North, West, Central, South County Field Offices JUVENILE SUPERVISION DIVISION Connie Muckenthaler (SAO-SL) <i>Secretary, Rita Roberts</i> North, West, Central, South County Field Offices, Placement, Juvenile Drug Court ADULT COURT DIVISION Mack Jenkins (SAO-SL) <i>Secretary, Julie Caldwell</i> Courtesy Supervision, Interstate Transfers, Investigation, County Parole, Welfare Fraud Unit, Resident Probation Officers, Adult Intake, Adult Drug Court, PC1210 Units JUVENILE COURT DIVISION Darlyne Pettiniccchio (MOB-5) <i>Secretary, Joan Bassett</i> Investigation, Custody and Non-Custody Intake, Juvenile Admin, Diversion, Juvenile Court Officers SPECIAL SUPERVISION DIVISION Greg Ronald (CCO) <i>Secretary, Sierra Kennedy</i> K-9 Narcotics Detection, Special Enforcement, Gang Violence Suppression, Adult Sex Offender Supervision, Domestic Violence Supervision, Supervised Electronic Confinement, Adult Admin, Dispatch	ADMINISTRATIVE & FISCAL DIVISION Walt Watanabe (NCFSO) <i>Secretary, Olga Echevarria</i> Accounting, Collections, Facility Operations, Purchasing, Records, Payroll, Budget, Property Control, Office Support, Contracts, Forms Control PROGRAM DIVISION Micheal Collins (NCFSO) <i>Secretary, Kara Lazano</i> 8% Early Intervention Programs, Youth & Family Resource Centers, Program Support, Public Information, Legislation, Grants, PCAA Assistant Division Directors: Jan Brown, Tom Hinkle & Robert Wellman DATA SYSTEMS DIVISION Dan Burt (SAO-LL) <i>Office Specialist, Ann Ross</i> Software Development, Network Operations, AS/400 Operations, PC Support HUMAN RESOURCES & TRAINING DIVISION Donna Inouye (NCFSO & SAO-LL) <i>Secretary, Melodina Santos</i> Recruitment, Background Investigation, Employee Relations, Classification, Subpoena Processing Assistant Division Director, Sandra Martinez Training, Volunteer Services (GAO) Assistant Division Director: Kent Fletcher RESEARCH DIVISION Dr. Shirley Hunt, Manager (SAO-SL) <i>Secretary, Maureen Dumas</i> Program Development and Evaluation, Statistical Trend Analysis, Department Outcome Measurement, Institutional & Caseload Projections
JUVENILE HALL - DIVISION II, IV & VI Monica Gallagher <i>Secretary, Jennifer Carlin</i> Division II - Boys Detention Assistant Division Director, David Burnham Division IV - Institutional Security, Camp Removal/Sex Offenders Assistant Division Director, Robert Rangel Division VI - Lacy Annex, High Security Units Assistant Division Director, Shawn Small	LOS PINOS CONSERVATION CAMP Dallas Stahr <i>Office Supervisor, Lori Moyer</i> Non-secure Residential Treatment - Boys Assistant Division Director, Steve Sentman YOUTH GUIDANCE CENTER Kathy Goto <i>Secretary, Nora Fernandez</i> Breakthrough Program, ASERT Program Non-secure Residential Treatment - Co-ed Assistant Division Director, Ronnie Bassett	
JOPLIN YOUTH CENTER Joe Salcido <i>Office Supervisor, Jeannette Lopez</i> Non-secure Residential Treatment - Boys Assistant Division Director, Frank Larriva		



MANAGEMENT TEAM

The Chief Probation Officer and three Chief Deputy Probation Officers make up the Orange County Probation Department's **Top Management** (TM) team. This team is co-located at the department's administrative offices at 1535 E. Orangewood in Anaheim. They confer frequently and have a standing meeting every Tuesday afternoon to discuss major projects, deal with issues, and coordinate activities. Working cooperatively, they evaluate budget, resources, services, laws, legislation, county/state/federal initiatives, etc. to ensure the effective delivery of services to the residents of Orange County. Each TM member has many collaborative relationships outside the agency, which increases the department's ability to accomplish its mission through partnerships with law enforcement, the Health Care Agency, Social Services Agency, and others.

Top Management plus the directors of the department's fifteen operational divisions make up the broader **Management Team**. This broader team participates in annual Team Building Management Retreats, Strategic Planning Sessions, and Budget Planning Sessions. Additional coordination and planning are provided through the Project Management Group (PMG), the Adult Systems Task Force (ASTF) and the Juvenile Systems Task Force (JSTF). The PMG is made up of the Chief Deputy Probation Officers,

Chairpersons of the ASTF and JSTF, and Directors in Administrative and Fiscal Services, Program, Research, Data Systems, and Human Resources and Training. The PMG meets monthly and deals with strategic issues and planning. The ASTF includes all of the Adult Division Directors, and the JSTF includes all of the Juvenile Division Directors. These groups deal with issues specific to



The Project Management Group meets monthly to provide oversight and coordination for Orange County Probation Department's many projects.

their respective services. The Directors of Adult Supervision (or Juvenile Supervision) meet monthly with the clerical supervisors and representatives from Special Services (Data Systems, Administrative and Fiscal Services, and Research) to deal with issues specific to adult (or juvenile) matters that cross division lines. The Management Team members also serve on a variety of other task forces and committees made up of subordinate staff to ensure information, planning, and solutions represent the broader perspective of all Probation employees.

RESPONSIBILITIES OF MANAGEMENT TEAM MEMBERS

CHIEF PROBATION OFFICER



Chief Probation Officer Stephanie Lewis is often in the public eye as the symbol of the Orange County Probation Department. From left, Chief Lewis enjoys a moment in her office, cuts the cake at an Orange County United Way fundraising event, and waves to the crowd before an Angel game during Probation Night at Angel Stadium of Anaheim.

Chief Probation Officer Stephanie Lewis is responsible for the overall direction, administration, and coordination of the operations and programs of the Probation Department including the County's juvenile correctional institutions. These activities are carried out under the administrative direction, fiscal policy, and priority determination of the Board of Supervisors, and under the functional direction and guidance of the courts in accordance with their legal responsibilities. As part of her duties, she:

- Coordinates the operation of all Probation Department programs and services.
- Directs and consults with the three Chief Deputies in assigning projects and developing goals for the various divisions.
- Develops and maintains effective working relationships with other County and law enforcement agencies, public officials, the judiciary, and community organizations to assess needs, develop priorities, and maintain efficient/effective services.
- Consults with the Board of Supervisors, County Executive Office, and courts for policy direction and guidance.
- Provides fiscal oversight of the department's budget and expenditures.

CHIEF DEPUTY PROBATION OFFICERS

The Probation Department is operated and managed in three key service areas: Institutional Services, Field Services, and Special Services. Each service area consists of five operational divisions. Each Chief Deputy Probation Officer is responsible for directing one of the three key service areas. As part of their duties, they:

- Assist the Chief Probation Officer in developing policies and procedures for programs and operations in their service areas.
- Develop and plan new or revised programs for more effective probation services as authorized or required by legislation.
- Supervise and evaluate the activities of the directors who report to them.
- Direct the preparation of annual budget requests by the directors.
- Maintain contacts with representatives of other agencies and the community related to their service areas to coordinate activities, discuss related program goals, and explain/interpret departmental positions.
- Evaluate the need and plan for new and expanded probation facilities and more efficient utilization of existing facilities.
- Act for the Chief Probation Officer, as directed.

1. Chief Deputy Probation Officer – Institutional Services (Tom Wright)

Tom Wright provides oversight and direction for the county juvenile correctional facilities operated by the Probation Department: Los Pinos Conservation Camp, Joplin Youth Center, Youth Guidance Center, and Juvenile Hall. Through contracts, the department has expanded appropriate housing options and operates the Lacy Juvenile Annex (a Juvenile Hall annex located inside the Theo Lacy Jail). These five facilities operate 24 hours per day, 7 days a week and must meet stringent guidelines established by the California



From left, Chief Deputy Probation Officer Tom Wright meets with a member of his staff, visits the Youth Guidance Center, and attends a PCAA charity fundraiser with his wife Judy.

Board of Corrections. In addition to the facilities, CDPO Wright is also in charge of programs that provide alternatives to confinement. The Juvenile Court Work Program allows offenders to work on weekend work crews in lieu of serving an institutional commitment. The Accountability Commitment Program (ACP) allows offenders to be released home on electronic confinement to a day-treatment program. The ACP is run in conjunction with the Department of Education and operates five days a week from 8 a.m. to 5 p.m.

Primary responsibilities specific to this key service area include providing a safe environment for the juveniles in custody, ensuring sufficient well-trained staff are available, developing a broad range of treatment programs to meet the juveniles' needs, adhering to all laws/licensing requirements/regulations for correctional facilities, and overseeing correctional facility maintenance and development.

2. Chief Deputy Probation Officer – Field Services (Bill Daniel)

Bill Daniel is responsible for five very distinct operational divisions: Juvenile Court, Adult Court, Adult Supervision, Juvenile Supervision, and Special Supervision.

The Juvenile Court Division provides intake screening services for all juveniles referred by law enforcement agencies for alleged violation of the law, conducts preliminary investigations to determine if further referral to the District Attorney and court is necessary, provides Juvenile Court Officers to the Juvenile Court, conducts investigations for the Juvenile Court, administers peer court and drug court, and monitors diversion and administrative cases.

The Adult Court Division conducts investigations for the criminal courts, supplies Resident Probation Officers to the five justice centers, and monitors Courtesy Supervision, Child Support, and Welfare Fraud cases. This function also supervises PC 1210 and Drug Court cases in the community.

The Adult Supervision and Juvenile Supervision Divisions supervise adult and juvenile offenders in the community on formal probation. These divisions enforce court orders and assist with the resocialization of offenders through a combination of direct and supportive actions based on ensuring community safety, addressing offender accountability, and promoting competency building in those adults and juveniles under supervision.



From left, Chief Deputy Probation Officer Bill Daniel looks at artwork created by minors at Juvenile Hall, works in his office, and accepts his CDPO badge from Chief Lewis upon his promotion in May 2003.

The Special Supervision Division is comprised of seven functional units with operational responsibility for the supervision of specialized gang, narcotic, sex offender, domestic violence, and high-control PC 1210 cases, as well as oversight of the department's adult Supervised Electronic Confinement program, two K-9 units, Adult Administration, and Dispatch.

3. Chief Deputy Probation Officer – Special Services (Colleene Preciado)



From left, Chief Deputy Probation Officer Colleene Preciado speaks with a member of her staff, attends a PCAA charity fundraiser, and congratulates a VPO at the 2003 Volunteer Recognition Ceremony.

Colleene Preciado is responsible for providing primary support services for the department's overall operation. The five operational divisions in her key service area are Administrative and Fiscal, Program, Research, Data Systems, and Human Resources and Training.

This key service area provides data system and research support, human resources services, administrative and fiscal services, and collection enforcement for all functions of the department. Also included are support for long-range planning, pursuit of outside funding, legislative analysis, contract administration, community resource monitoring, employee recruitment and hiring, and operation of the Volunteers in Probation (VIP) and Volunteer Probation Officer (VPO) programs. The Probation Community Action Association (PCAA) is also located in this service area. This area is also responsible for the department's four Youth and Family Resource Centers that provide services for first-time juvenile offenders classified as having a high-risk potential for ongoing delinquency (8% Early Intervention Program).

DIRECTORS

Each director has responsibility for the operation of one of the Probation Department's fifteen major divisions/correctional facilities (refer to the Organizational Chart for a complete list) and reports to one of the three Chief Deputy Probation Officers. As part of their responsibilities, they:

- Review, evaluate, and justify divisional staffing, equipment, and budget needs.
- Direct, instruct, and evaluate staff in their divisions/facilities.
- Develop and implement divisional procedures/programs in accordance with laws, policies, and directives from Top Management.
- Consult and confer with other agencies and collaborative partners relative to their divisions/facilities.
- Participate in department-wide planning efforts, such as the annual Strategic Planning Session.

LABOR MANAGEMENT COMMITTEE

MEMBERS

Gerard Bergeron	Deputy Probation Officer
Jennifer Carlin	Secretary II
Micheal Collins	Division Director
Thomas Collins	Supervising Probation Officer
Mary Davis	Employee Relations Manager, OCEA
Frank Flavin	Deputy Probation Counselor
Kent Fletcher	Supervising Probation Officer
Helene Fowler	Deputy Probation Officer
Jeff Gallagher	Deputy Probation Counselor
Tim Guthrie	Deputy Probation Officer
Lesle Harp	Office Supervisor
Donna Inouye	Division Director
Mack Jenkins	Division Director
Barbara Morales	Deputy Probation Counselor
Brad Perkins	Deputy Probation Counselor
Lou Porras	Employee Relations Manager, OCEA
Denise Parker	Deputy Probation Counselor
Colleene Preciado	Chief Deputy Probation Officer
Jim Riley	Supervising Probation Officer
Connie Schonert	Deputy Probation Officer
Sandy Silverthorn	Information Processing Specialist
Lorna Winterrowd	Administrative Manager
Mary McDermid	Secretary III (Secretary to LMC)

KEY BUSINESS RESULTS

- LMC members continued to meet and engage in a cooperative partnership approach on a monthly basis to address and resolve workplace issues and evaluate the effectiveness of the Performance Incentive Program. During calendar year 2003, the committee members met on ten different occasions.
- Committee members received eight workplace issues during calendar year 2003. A recommendation to resolve six issues was accepted by the LMC co-sponsors (Chief Probation Officer and OCEA). Research continues on the remaining issues to determine an appropriate resolution. Two operational issues continue to be addressed at monthly LMC meetings. All workplace issues are recorded on the committee's log for accountability purposes.
- Enhancing the vertical communication on LMC activities continued to be a priority for the LMC. Efforts to increase communication between employees and management included:

BUSINESS PLAN 2004

- a. Communicating workplace resolutions to the originating employee who submitted the issue.
 - b. Posting past and current LMC minutes on the department's web-site (**PROB-NET**) to enable all employees to access specific information on a particular topic or workplace issue.
 - c. Ensuring that new Workplace Issue forms and telephone numbers of LMC members are available on **PROB-NET**.
 - d. Providing information on the function and purpose of LMC to staff at New Employee Orientation training sessions.
- LMC members were given the opportunity to provide input on the 2004 Business Plan.
 - LMC members continued to provide input to CEO/Office of Human Resources for ways to reduce costs and/or increase revenues in service areas within the Probation Department and/or the County as a whole. The members reviewed previously submitted ideas and provided progress review reports to CEO/Office of Human Resources in February and June of 2003.



The Labor Management Committee meets monthly to discuss current workplace issues and identify solutions. Their minutes are published online for all Probation employees.

BUSINESS PLAN TEAM

Stephanie Lewis (Chief Probation Officer) directed the planning process and gave final approval of the Business Plan.

Colleene Preciado (Chief Deputy Probation Officer, Special Services) provided immediate oversight and direction for development of the plan.

Bill Daniel (Chief Deputy Probation Officer, Field Services) and Tom Wright (Chief Deputy Probation Officer, Institutional Services) supplied information and final review of the plan.

Diane Merritt (Supervising Probation Officer) coordinated collection of information from a broad range of Probation staff, compiled the information, and wrote the overall plan.

Dr. Shirley Hunt (Manager) coordinated the collection and analysis of data for the Profile of Active Supervision Probationers (Appendix F), Outcome Measure Reporting, and statistics throughout the plan. Probation Research Staff assisting Dr. Hunt were Dan Petras (Research Analyst IV), Sandra Hilger (Research Analyst IV), and Cheryl Togneri (Research Analyst III).

Lorna Winterrowd (Administrative Manager of Administrative and Fiscal Services) provided the financial information and budget analysis.

Dan Burt (Director of Data Systems) developed the technology and automation portions of the plan.

Donna Inouye (Director of Human Resources and Training) provided information on staffing issues, employee development, and Appendix C (Labor Management Committee).

Jan Brown (Assistant Division Director of Programs), Pamela Newcomb (Victim Services Coordinator), Gerry deBoer (Child Sexual Abuse Victims Coordinator), and the Victim Services Strategic Planning Group provided direction and information for the victim services portion of the plan.

Doan Trang Nguyen (Systems Program Analyst I) and Elma Reyes (Office Specialist) designed the format and graphics for the plan.

The Labor Management Committee provided assistance and reviewed the plan.

Tom Starnes (Staff Analyst III) assisted with graphics/formatting, provided technical assistance, and supplied the photographs. He and David Paredes (Forms Control) coordinated the printing process.

In addition, Division Directors and Assistant Division Directors provided information and assisted in the development of the plan relative to their specific areas of operation.



YEAR 2003 ACCOMPLISHMENTS

Goal # 1: Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.

- Coordination between the Probation Department and Social Services Agency regarding 241.1 Welfare & Institutions Code (WIC) reports improved. 241.1 (WIC) reports require that on specified juvenile cases, Probation and Social Services collectively investigate and make recommendations to the Court regarding the appropriateness of dependency vs. delinquency proceedings. Procedural modifications were made, the MOU between the departments is being revised, and liaisons from each agency were assigned to provide overall coordination. These measures assist the department to provide the Juvenile Court with timely and complete information to make the most appropriate decisions in these cases.
- Probation continued to evaluate the use of Voice Dictation technology and the related operational support requirements as a means to increase clerical efficiency and speed the throughput for the preparation of the hundreds of court reports prepared each month. During 2003, the results of a staff survey were evaluated. A vendor presentation was conducted to orient Probation to the added improvements and capabilities of Dragon Naturally Speaking Version 7 software. This new version appears to address several limitations experienced with the previous version of the software. A pilot program using the new software by one adult and one juvenile officer is underway. A proposal has been submitted for management's review and approval regarding the total costs to migrate all users to the new version of the software. Enhancements and modifications to the WORD templates continue.



Deputy Probation Officer Pamela Hostetler uses Probation's voice dictation technology to expedite the preparation of her court reports.

- The Juvenile Court Division conducted regular meetings between Court Officers and Investigation Deputies and addressed issues as needed to ensure juvenile court reports with short time frames were expedited. Juvenile Investigation submitted 98 percent of required reports to the court on time in spite of the short time frames sometimes given by the court. Of 4,912 reports calendared by the Juvenile Court during a twelve-month period, only 79 reports were submitted after the deadline.
- The Adult Court Division has continued to assist the courts by providing timely investigation of criminal/delinquency cases and completing required reports, as well as providing information to the courts regarding violations by people on probation. All reports ordered by the courts were completed within the prescribed time frames and submitted to the courts on time even though there has been a forty percent increase in the number of reports. Throughout the year, there have been a significant number of

occasions when the department received less than twenty court days to prepare reports. Despite this obstacle, the Adult Investigation function has been able to meet deadlines.

- Probation has continued to develop automation tools to ensure accurate and timely information is provided to the courts. The automated Adult Intake Project became operational during 2003. This project facilitates and expedites the processing of new adult case referrals during the intake process. Additionally, discussions are continuing between Probation Data Systems and Court technical staff to develop greater linkages between the two systems to allow for the electronic filing of probation violations, probation reports, etc. In addition, discussions with the Court Technology Staff continue in the effort to develop the capability to receive and send reports in an electronic manner. Specifically, evaluation and consideration is being directed towards the use of the PDF format. This would enable the electronic transmission via email attachments and the importing of these files directly into the respective document imaging systems of both Probation and the Court. Probation is currently awaiting response from the Court regarding the feasibility of the PDF format and electronic submission.

Goal # 2: Provide protection to the community by managing Orange County's adult and juvenile probation population.

FIELD OPERATIONS

- The Juvenile Justice Crime Prevention Act provided the Probation Department and its partners with \$9.7 million to increase the County's continuum of care for juveniles. Three prevention programs, four intervention programs, and three secure confinement programs were created with these funds. During the year, JJCPA funding provided direct services for over 3,000 at-risk youth and juvenile offenders.
- Probation was able to adjust to the staffing and budget shortfall that occurred in 2003, but the adjustment resulted in a major reorganization and significant reduction of supervision for some probationers. Based on risk and recidivism profiles provided by the Research Division using a "best practice" probation model (National Institute of Corrections model), several thousand cases were placed on new Field Monitored (FM) caseloads. Community protection continues to be a top priority, so management will carefully track the criminal activity of these FM cases.

**646 volunteers
donated 37,677 hours
to enhance
Probation services.**

- The increased usage of volunteers in appropriate areas allowed deputies to focus their efforts on duties requiring peace officer/employee involvement. Probation stretched the ranks of Volunteer Probation Officers by 21, bringing the total to 46 of these highly trained volunteers who work side by side with deputies to accomplish the department's mission.

- Automation tools continued to be developed to improve the information flow and provide supervision tools for line staff and supervisors.
- The Probation Department made significant progress in addressing the increased responsibilities required of the Placement function by AB 575, AB 636, and AB 1695. An automated Placement Management

System is being developed to meet the demands of the legislation, track required data elements, monitor and evaluate the flow of foster care cases, and assist in the development of case plans and reporting tools. The new system will be integrated with the Institutions Management System (IMS). Target implementation is early 2004.

- Probation strengthened adult domestic violence collaboration by (1) collaborating with the City of Westminster, Women's Transitional Living Center, and District Attorney as a partner in a domestic Violence Grant (Domestic Violence Reduction Team) awarded to the city by the Violence Against Women Office, Office of Justice Programs to provide multi-agency domestic violence services; (2) obtaining a grant in collaboration with San Diego County Probation to host a Domestic Violence Roundtable and Training Conference for southern region probation departments and treatment providers; and (3) collaborating with the Orange County Superior Court and Court Mediation Staff in a grant application process to enhance safety and security of victims of domestic violence by improving countywide Supervised Visitation and Safe Exchange services.
- Sex offender services were improved by collaborating with other public and private agencies. The department (1) worked with private vendors and County Counsel to pilot and develop a Global Positioning System (GPS) monitoring program for convicted sex offenders; (2) collaborated with the Department of Justice (DOJ) California Bureau of Investigation to revise and renew an agreement to form and participate in the Orange County Sexual Predator Apprehension Task Force (OCSPATC or SPAT) to protect the community from child exploitation and sexual assault through enforcement of sex registration and other laws; and (3) collaborated with treatment providers, private polygraph vendors, CSOM (Orange County Center for Sex Offender Management), the District Attorney, and private counsel to coordinate and maintain a standardized polygraph component to the adult sex offender supervision function.
- Collaborative efforts with the Health Care Agency, Orange County Department of Education, numerous community-based organizations, and the State Department of Education continued to be a cornerstone of the YFRC Programs.
- Effective September 2003, the department began sharing information regarding active adult probationers via the Department of Justice – Supervised Release File. Information regarding active probationers is now available via the CLETS network to criminal justice and law enforcement throughout the State of California. Contacts with probationers are reported to the Probation Department via CLETS-based messages.



A Deputy Probation Officer helps an Orange County Fair patron use the Megan's Law computer system to check for sex offenders in her neighborhood.

- Probation continued to work with other local city and county law enforcement agencies to share data through the Orange County Integrated Law and Justice Strategic Planning Project. Plans to enhance the software will provide additional functions and services as an aid to improve law enforcement officer safety and feedback to Probation regarding contacts with active adult probationers by local law enforcement agencies and the Orange County Sheriff.
- The Juvenile Drug Court (JDC) was strengthened by including a broader range of service providers. Touchstones, Phoenix House, and Chapman Hospital provided residential treatment services. La Familia supplied outpatient drug and alcohol services and 12-step programs. Mary's Shelter provided an array of services to adolescent girls and Parenthood 101 that addressed teen parenting issues.

- Through collaborative arrangements, Probation provided gang violence suppression supervision in the cities of Anaheim, Santa Ana, Garden Grove, Westminster, Tustin, Orange, La Habra, Fullerton, and South County.



These weapons were seized by local police departments with the assistance of Probation's Gang Violence Suppression Units.

- Collaboration with other public and private organizations continued to be a priority.
 - a. Juvenile Supervision staff participated in numerous collaborative ventures including, but not limited to, School Attendance Review Boards (SARBS), Orange County Gang Investigators meetings, liaison contacts for local law enforcement agencies, Foster Care Quarterly meetings, Juvenile Drug Court, Wraparound Services and the Wraparound Oversight Committee, and Children's System of Care.
 - b. Adult Supervision and Special Supervision staff maintained memberships in various collaborative organizations with the police, judiciary, District Attorney, Public Defender, Victim Witness, Social Services Agency, Health Care Agency, and private providers.
 - c. Specialized Domestic Violence Unit staff participated in the Orange County Family Violence General Council, the Orange County Family Violence Council Steering Committee (OCFVCSC), Public Safety Subcommittee, County-wide Domestic Violence Committee, and the Elder Abuse Coalition.
 - d. The Adult Sex Offender Unit staff participated in CSOM, sexual assault investigation meetings, and sex offender treatment provider meetings.

INSTITUTIONAL SERVICES

- Institutional Services was successful in maintaining the incidence of facility overcrowding at or below the year 2002 level. In fact, there was a continuous decline in overcrowding at Juvenile Hall, and all the camps maintained a rated capacity population on a daily basis. To assist the department in planning for adequate bed capacity, the Research Division tracked institutional bed utilization and prepared updated bed projections on a regular basis.
- Probation was successful in retaining an \$8.4 million construction grant and obtaining approval from the California Board of Corrections to move the project to the grounds of Juvenile Hall. The 120-bed project, named the Youth Leadership Academy, is currently going through environmental review with February 2004 targeted to begin construction.
- The federal Special Use Permit for the Los Pinos Conservation Camp in the Cleveland National Forest was extended through December 2004. There has been ongoing dialogue with the U.S. Forest Service on ways to either extend a new Special Use Permit for twenty additional years or acquire the Los Pinos property through a land swap or purchase agreement. Also, an Environmental Impact Report is being completed along with an archeological historic study for the U.S. Forest Service. In addition, via a Capital Project, dormitories 5 and 6 have been renovated which adds 32 additional beds to Los Pinos' 125-bed rated capacity.
- Construction of a 60-bed expansion of Juvenile Hall, Unit Q, using funding provided by a Board of Corrections grant began in May 2003 with a scheduled occupancy date of March 31, 2005. This project will provide not only 60 additional beds, but also four more classrooms within the Juvenile Hall compound.
- Authorization was received from the CEO's office to move forward on important deferred maintenance capital projects at each of the institutions during FY 03-04.
- Dialogue has begun with the Resources and Development Management Department to analyze a study which could present possibilities for future redesign of Juvenile Hall should grant funds become available
- Planning for the implementation of Phase II of the automated Institutions Management System (IMS) is under way. Software was developed, and all staff received the necessary training and hardware. Technical enhancements are underway to improve the overall performance of the application software. A second AS/400 processor has been procured and installed to provide continuity for hardware failures, system upgrades, testing, etc. The development of the IMS Phase II application was a priority for the department during 2003.
- Emotionally disturbed minors who require special treatment programming and an integration of collaborative efforts are now housed in Unit I of Juvenile Hall. The Health Care Agency provides Unit I with an immediate liaison therapist to help deal with this population's special treatment needs. Efforts will continue in the development of a multi-county regional institution for severely emotionally disturbed minors as resources become available.

Goal # 3: Assist crime victims by presenting their interests to the courts and providing support services

- Planning is under way for the development of a measure to determine the level of satisfaction of serious crime victims for services provided by the Probation Department
- Work has continued in developing a unified approach to collecting restitution from juveniles and their parents that ensures the victims are made whole.
- Collection Officers are located at regional offices with the deputies, benefiting the collection of restitution for victims. Emphasis continues to be placed on the timely processing of billing statements to probation clients. Assistance is provided to victims in the preparation of court documents that facilitate their claims in Civil Court.
- A dedicated Victim Services Coordinator position answered the department's toll-free victim telephone number, responded to victim inquiries for assistance/information, helped develop/provide eight-hour training classes on victim awareness for staff, and developed materials using the latest research to reflect the diverse ethnicity, culture, and experiences of victims.
- The Domestic Violence Unit developed and incorporated into the case planning process a protocol for dealing with domestic violence victims.



The Orange County and San Diego County Probation Departments hosted a domestic violence conference in June 2003. The event's keynote speaker was Gael Strack, Assistant City Attorney of San Diego (center).

- In partnership with San Diego County Probation, Orange County Probation assisted in obtaining grant funding and implementing a two-day training conference (*Domestic Violence: Increasing Expertise and Strengthening Partnerships*), which had 285 attendees each day from multiple disciplines.
- The Sex Offender Unit now contacts all victims by mail to advise them of the deputy assigned to their case and available victim services.
- Juvenile Supervision has been working in conjunction with Juvenile Court Services and Institutional Services to identify the best practices and procedures for victims of juvenile sex offenders.

- As part of their Restorative Justice Programming, during the past year the juveniles at the YFRCs completed a Service Learning project on “hate crimes”, completed two philanthropic projects that enabled a donation of \$10,000 to community-based organizations, visited the Museum of Tolerance, volunteered hours of community service (at a homeless shelter, food bank, soup kitchen, Alzheimer facility), assisted in activities to improve the community (graffiti removal, beach trash pick-up, tree planting), and participated in activities for the National Crime Victims’ Rights Week.
- Adult Investigation was successful in obtaining victims’ statements in 89% of the cases involving victims when a court report was ordered.

DEPARTMENT-WIDE ACCOMPLISHMENTS

- The Probation Department was able to sustain a \$4.7 million budget reduction in FY 02-03 without significantly impacting services to the public. Further, to help close an anticipated five-year structural gap in Fund Balance Available, the Probation Department reduced its FY 02-03 general fund dependence by an additional \$544,533 as part of the County’s Step 1 Strategic Financial Plan approach. Anticipating that further cuts would be necessary to close the aforementioned structural gap, the Probation Department began in late 2002 the painful process of planning for and, subsequently, implementing the curtailment or elimination of non-mandated, non-core services to the public. Such early planning and implementation efforts effectively prepared Probation to operate in FY 03-04 with a budget that was \$10.7 million less than needed to maintain all pre-existing service levels.
- The Probation Department has continued to improve the way it conducts business through the use of automation and other technological advances.
 - Probation has developed the capability for capturing and storing the photos of all active probationers to facilitate the interface with a future automated field book.
 - Progress was made toward achieving the long-term goal of paperless probationer case files. A pilot project was initiated for using document imaging within the Probation Financial System (PFS) for the new adult restitution cases. Included with the project was the development of the capability for the utilization of digital signatures. Security routines have been developed to protect the integrity of documents once the signatures have been applied. In addition, a pilot project in the Adult Sex Offender Unit was started that will test the application of imaging technology to create and maintain a paperless case file.
 - The migration from the Microsoft Windows NT operating system to the Microsoft Windows 2000 operating system for both the network servers and desktop PCs was completed except for some 100-plus older PCs that cannot accommodate the new operating system.
 - A Network Security Assessment utilizing the services of an outside firm (Kryptec.net) was conducted and the recommendations regarding the configurations of the network servers have been fully implemented.

- The hardware and software to produce and issue magnetic striped employee ID badges with photos and signatures have been fully implemented. An additional benefit of the application will be the collection of digitized signatures for all department staff, which will enable the use of electronic forms and reporting technologies in the future.



The Orange County Probation Department opened its own Computer-Aided Dispatch Center in 2003.

- The Computer-Aided Dispatch operation was fully implemented with both software and hardware installed during 2003.
- The department has continued to make progress in its efforts to utilize the advancements that have been made in technology to integrate client information into one automated Integrated Case Management (ICM) system that can easily be accessed and updated by staff. ICM was the focus of the department's 2002 Strategic Planning Session. An ICM Steering Committee was formed that has met regularly during the year to provide oversight, prioritize activities, and further develop the planning process. As a

first step to prepare staff for the change, all supervisory staff have received eight hours of ICM training. Automated Risk Needs Assessment processes were identified as the first priority project for the ICM strategy. A project manager was assigned, and Adult and Juvenile Project Cadres were established. The initial project definition meetings are in progress.

- Progress was made in assessing the impact of demographic and crime trends as well as current economic forecasts on department operations. This will be a continuing effort during the next year.
 - The 2002 county arrest rates will be reviewed once the Department of Justice publishes them.
 - Over the next year, general population and crime trends will be compared with our adult and juvenile probation trends to assess their impact on department operations.
- To address the loss of seasoned staff due to Safety Retirement, the department hired five journey-level Deputy Probation Officers from other California probation departments to fill critical needs within Field Services. The department provided training opportunities designed to equip newly promoted supervisors with the basic core competencies required for their positions. Classes such as Writing for Executive Management and Successful Leadership Skills, as well as a mentoring program, are currently under development and planned for 2004.
- In recognition of its **Storytime** program, the Probation Community Action Association received a 2003 Acts of Caring Award for "Youth Literacy Mentoring" from the National Association of Counties (NACo) in Washington, D.C.

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APPENDIX F

PROFILE OF ACTIVE SUPERVISION PROBATIONERS* SEPTEMBER 30, 2003

	Juveniles (N=2,951)	Adults (N=7,663)
Gender		
Male	84%	79%
Female	16%	21%
Ethnicity		
White	29%	56%
Hispanic	59%	32%
Asian	5%	3%
Black	4%	4%
Other	2%	3%
Pacific Islander	<1%	1%
Indo-Chinese	<1%	1%
Age at Initial Probation Assessment		
15 and younger	52%	---
16-17 years	41%	---
18-21 years	7%	18%
22-25 years	---	16%
26-30 years	---	14%
31-40 years	---	30%
41 years and older	---	22%
Substance Abuse (Drugs or Alcohol)		
No Problem	31%	16%
Occasional to Frequent Abuse of one or both	69%	84%
Initial Case Classification		
High	62%	85%
Medium	32%	14%
Low	6%	1%
Gang Affiliated (Juveniles Only)		
Yes	35%	---
No	65%	---
Current Supervision Region		
North	28%	13%
South	14%	6%
West	23%	11%
Central	18%	12%
Specialized (Gang, Drug Court, DV, Sex Off., Courtesy Sup etc.)	17%	23%
PC 1210 Drug	---	35%
Initial Sustained Offense		
Felony	47%	86%
Misdemeanor	53%	14%
Initial Sustained Offense (Type)		
Felony:		
Person (e.g., robbery, assault)	17%	15%
Property (e.g., burglary, theft)	19%	14%
Drug	7%	52%
Other	4%	5%
Misdemeanor:		
Person	17%	3%
Property	24%	1%
Drug	5%	8%
Other	7%	2%

Source: NIC Profile/Outcome Database, Orange County Probation Research Department, October 2003

* This profile is a sample of active probationers representing the most at-risk population of offenders as defined by the NIC Model.



JUVENILE INSTITUTIONAL SERVICES PROGRAMMING (*)

VOCATIONAL	PRO-SOCIAL LIFE SKILLS	CRIMINAL BEHAVIOR/ RESTORATIVE JUSTICE	SUBSTANCE ABUSE	HEALTH	EDUCATION
JOB SEARCH How to fill out an app. Job preparedness Preparing a resume Interviewing skills Dressing for success Job barriers Maintaining a job Summer job opportunities CAREER/JOB CHOICES Trade schools Military/armed forces How to start a business U.S. Marshal Career Quest	PERSONAL Reaching your goals Life choices Respecting yourself Building self-esteem I am important/I can Don't sweat the small stuff Decision-making Self-control Ethical choices Telling the truth Virtues of patience Character Education RELATIONSHIPS Establishing relationships Peer mediation Peer pressures/respect Dating pressures Families' influence/behavior Friendship EMANCIPATION/ INDEPENDENT LIVING Budgeting your money Finances and savings Banking/checking accounts Establishing credit Filling out a rental agreement Exploring public transportation Obtaining documents SPECIAL PROGRAMS Values Curriculum Sail for Life (Team-building) Peer Mediation Color Guard Anger Management Cultural Diversity/Racism	CRIMINAL DETERRENCE Teen violence Kids killing kids The Law and me Teenagers and guns Gangs/gang intervention Understanding hate crime Prison life (CYA) Teens in prison Death penalty Peer Court Gun control Violence in society RESTORATIVE JUSTICE Victim awareness education Project M.O.V.E. (assist developmentally disabled) Highway improvement Graffiti removal Lake Elsinore environmental cleanup Food Bank Red Cross volunteer Operation Santa Claus Inland Valley Food Drive Adopt-a-pet	DRUG EDUCATION Truth about drugs Drugs' deadly hold Drug addiction Relapse prevention SPECIAL TOPICS Designer drugs Heroin Speed Methamphetamines Smoking Marijuana GROUPS Alanon Alateen Narcotics Anonymous Alcoholics Anonymous MADD	GENERAL Proper hygiene Yoga Physical fitness Aerobics Organized sports/CIF Influence of exercise (physical/mental health) Total fitness SEX EDUCATION STDs Safe sex AIDS awareness Sex and pregnancy Sexual abuse Truth about sex TEEN PREGNANCY/ PARENTING "Baby Think It Over" Teen Mothers/Fathers Parenting SPECIAL TOPICS Compulsive disorders Coping w/ disabilities Depression Skin cancer Teen suicide Sleep disorders Hepatitis Sexual Offender Treatment Program	HIGH SCHOOL Academic computer education GED New Century Education Lab School dropouts Mock Trial COLLEGE Selecting a college Applying/enrolling in college College scholarships College orientation Naval Academy SPECIAL TOPICS Homework Creative writing Poetry education Vocabulary building Oral/written book reports Reading skills Public speaking Critical thinking

(*) This list summarizes the various specialized programming offered in the juvenile institutions. It is in addition to the core set of services provided for all youth in custody that includes the following: (1) formal school instruction; (2) screenings for physical, mental, and substance abuse problems; (3) treatment for physical and dental problems; and (4) individual and/or group therapy as needed for mental health issues and substance abuse problems.



2003 EMPLOYEE RECOGNITION AWARDS

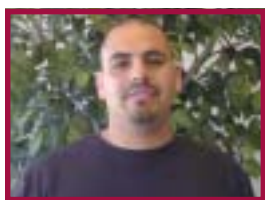
Each year, nominations for employee recognition are solicited from all staff throughout the Probation Department. A selection committee of volunteers assists Top Management in review of the nominations. For 2003, eighteen individuals, four teams, and one special project were selected by Top Management to receive awards.

INDIVIDUAL AWARDS



commitment to “never give up the fight.”

DOUG COCHRAN: Doug is an SPC who is currently assigned to Juvenile Hall in Unit I where some of the most severely emotionally troubled juveniles are housed and treated. Doug has maintained a solid vision and demonstrated unwavering leadership. He has built unity and teamwork through the distinct personalities and differences of his staff by consistently refocusing them on the goal of making Unit I a place of healing for the minors who pass through. Counseling and compassion have become an integral part of what staff do in the unit, thanks in large part to Doug’s personal



BENITO GONZALES: “Benny” is assigned to Unit K evaluating 18-year-olds for transfer to Lacy Juvenile Annex. Recognizing that playing sports is a positive tool to increase the abilities and self-confidence of these young men, Benny organized softball games. He is currently developing another program that shares the stories of inspirational athletes who have had significant setbacks, but managed to overcome them through education, ambition, and specific goal setting. He hopes their example will encourage the young men in his program to overcome life’s obstacles.



was wrong, Jocelyn and her co-worker searched the bedding and found a loaded handgun with a full clip. The minor was arrested and admitted he had the gun for protection against rival gang members.

JOCELYN HARDEN: Jocelyn is a DPO in the Juvenile Supervision Division whose quick response prevented a client from escaping. The client had been handcuffed after drugs were found during a home call. When the client suddenly looped his cuffed hands under his legs and sprinted toward the door, Jocelyn tackled him to the ground. A weapon, drugs, and \$5,000 in cash were recovered. On another occasion, while assisting a co-worker on a routine home call, Jocelyn noticed the juvenile was fidgety, nervous, and kept trying to lie down on the bed where he was sitting. Sensing something



authority to have the employer’s checks or property, and discovered money had been missing from the company’s accounts during the client’s employment. The client was subsequently found guilty on the new case and ordered to pay \$35,873 restitution. Thanks to Julie’s efforts, both victims have now been paid in full.

JULIE HERRERA: Julie supervises approximately one hundred adults in the city of Santa Ana. One of her clients had been convicted of embezzling \$85,000 from her employer. When Julie discovered the client had given a false home address, she arrested the client when she came in for her next office visit. A search of the client and her vehicle revealed documents with her actual residence address, credit cards, bank account documents, and blank checks from an employer who had only recently laid her off. Julie immediately called the employer, learned the client had no



build the PC 1210 information protocols that are seen as a model across the state. She also won accolades from staff associated with the project for her dedication and hard work.

SANDRA HILGER: The implementation of PC1210, also known as Proposition 36, represented a major philosophical shift in the California criminal justice system. It provided for treatment instead of incarceration for non-violent drug offenders. In Orange County, the PC 1210 Interagency Workgroup recognized the critical need to develop a system for monitoring the high volume of cases expected under the new law and for assessing the long-term effectiveness of the program. Over the past two years, Dr. Sandra Hilger, the Research Analyst assigned to the project, helped

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TOM HINKLE: Tom is an Assistant Division Director who encourages collaboration and teamwork among Probation Department employees and the community at large. Tom was one of the individuals who spearheaded the Probation Department's County Islands Program and helped create a team that made a positive and lasting improvement. In the administration of the Juvenile Justice Crime Prevention Act (JJCPA) programs, Tom acts as a liaison with collaborative agencies, manages program budgets, and provides information to Top Management. Tom assures continued funding for important grant programs by continually monitoring additional grant opportunities and coordinating submission of grant applications.



TAMARA JELLEY: As a DPC at Los Pinos, Tamara has volunteered for special assignments in addition to her regular duties supervising sixteen minors. She was assigned to investigate a major incident at Los Pinos that required interviews with minors at three different facilities, coordination with the District Attorney, and preparation of a report. She became the Los Pinos gang information coordinator and created a very descriptive, well-informed book on all Orange County gangs. She is also restructuring the Los Pinos gang intervention program and has arranged and coordinated speakers for the first Gang Intervention Conference. Also, as head coach for the AYSO soccer team at Los Pinos, Tamara meets annually with her assistant coaches to plan and train Los Pinos minors for the very competitive soccer season.



JESSICA JOHNSON: DPO Jessica Johnson has been a member of the School Mobile Assessment Resource Team (SMART) since July 2001. The mission of this collaborative program is to assess potential threats on school campuses, respond to all types of campus violence, and take preventive actions when appropriate. Throughout the past year, Jessica has received seven letters of commendation or certificates of recognition from both the Probation Department and collaborative agencies. For example, the SMART team was notified of a verbal dispute between a student and a high school employee. Two incidents of assault and battery and criminal threats had occurred. The student was actively attempting to obtain a handgun to kill the employee. The student was booked into Juvenile Hall, removed from the school district, and eventually placed on Probation to be supervised by Jessica.



ARELIN LOPEZ: Arelin developed a vision to renovate the YGC Orchard and tirelessly coordinated hundreds of hours of work crews to weed, remove trees, and beautify the area. As a result, the Orchard has been transformed from an eye sore to an aesthetically pleasing area. One of the highlights at YGC occurred when Arelin, her co-worker, and several minors held a tree planting ceremony at YGC as part of a 9-11 memorial service. Arelin has taken the same initiative to enthusiastically complete all of her responsibilities as a DPC in the ASERT program. She has had a significant positive impact on the minors in her care.



SHERRY NITCHMAN: Sherry serves as one of four DPO case managers at the South Youth and Family Resource Center (YFRC). She provides intensive supervision and resources not only to the minors, but also to the entire family. Sherry is probably best known for her collaborative efforts. With five agencies working side by side, her work in this area has been outstanding. Sherry also serves as the Volunteer Coordinator supervising eight VIPs, who volunteer hundreds of hours at the YFRC site. As the building safety officer, she conducts monthly safety inspections and educates/trains both the staff and minors about safety. Sherry has dedication, integrity, and an unparalleled energy that has made her a priceless asset to the YFRC family.

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VALERIE PRECIADO: Juvenile Drug Court is a multi-agency collaborative team approach to addressing juvenile substance abuse issues, and DPO Valerie Preciado is the glue that holds that team together. The Presiding Judge of the Juvenile Court, Defense Attorneys, District Attorneys, and the Health Care Agency staff all rely on her and laud the quality of her work. Valerie organizes team-building events (including holiday luncheons); arranges for in-service training; and still finds time to support Juvenile Drug Court enrichment activities. Many of the young girls in the program who need help look to Valerie as a role model. They know she will be fair and act in their best interests.



CARROLL RABY: Carroll's goal as a DPC at the Lacy Juvenile Annex is to assist 18-year old minors to successfully return to the community by giving them the necessary skills to become productive citizens. Carroll has developed and implemented a job interview/job search program geared to provide them with the tools to obtain jobs through the use of videos, mock interviews, and suggestions on interview techniques. He organized field trips to the Anaheim Pond Job Fair and the Anaheim One Stop Center. He also conducts ASVAB testing to show minors what jobs would be available to them if they were to enter the armed forces. Carroll thrives on providing minors with the opportunity to be successful in life.



MICHAEL REDWOOD: Mike's caring, optimism, and dedication exemplify the ideals of the Probation Department. As a DPO in Juvenile Field Services, he is proactive in his supervision of gang juveniles who pose threats to the community. He also provides guidance and assistance to juveniles on his caseload to bring stability and direction back into their lives. He is firm but fair, and his goals are always for their safety and success. Mike represents the department well with other agencies. He initiated and maintains strong working relationships with the Anaheim and Buena Park Police Gang Units. He has been on numerous sweeps and searches with both departments. In addition, he has volunteered to work nights and weekends to assist local police agencies in supervising large city events.



AIDA SANCHEZ: Aida is an Information Processing Technician and a valuable resource to the Adult Sex Offender Unit since its beginning in 1998. She has been instrumental in building the team spirit of the unit and has provided significant support to the supervisor and nine Deputy Probation Officers. She is efficient, well organized, and brings a sense of humor to an emotionally difficult assignment. Aida has created forms for the unit and been instrumental in pursuing their automation. She oversees the unit's use of the polygraph and has assisted in several Megan's Law Community Notification and Information presentations. Aida is a key member of the unit and a vital component to the successful operation of the Adult Sex Offender Unit.



CONNIE SCHONERT: Connie is assigned to the Central YFRC as a DPO. She has consistently planned, organized, and participated in an abundant number of educational, social/cultural, and recreational activities to build the competencies of the 8% minors and their parents. Connie has participated in a number of extra endeavors in her efforts to decrease juvenile delinquency. She trained in the SERA Anger Management Program, formed a Legal Awareness Program, developed a contest to improve attendance at the YFRC, and assisted with the Camp Arrowhead Project. Connie is well respected by all who know her and has consistently "gone the extra mile" to assist others. Her amazing energy and dedication to the department's work is infectious.

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ADDY SOSA: Data Entry Technician Addy Sosa is responsible for providing data entry support to the department's purchasing function. Addy has consistently performed at an outstanding level in all aspects of her job. In addition, she attended training courses and passed the certification requirements to fulfill Deputy Purchasing Agent duties, which has enhanced the purchasing operation and provided much-needed workload relief. Without her dedication and work ethic, many of the department's day-to-day purchasing and contracting activities could have been deferred, exposing the department to potential losses in services and/or liabilities and additional costs.



NELSON TUIOLOSEGA: "Mr. T", as Nelson is called by the minors, is a DPC at the Youth Guidance Center. He takes the most troubled minors and makes them feel successful. In fact, many minors prior to their release have written letters to him reflecting on the guidance he provided and how he challenged them to make genuine changes in their lives. Nelson's assignment as a work experience supervisor for the Regional Opportunities Program has him working with minors from every program and unit at YGC. He has extreme patience with the minors and teaches them general building and grounds maintenance. He and the minors can fix anything. More than just job skills, "Mr. T" teaches them how to be successful in life.



MARIAN ZANNELLA: A Technician Specialist for Data Systems, Marian has led the Voice Dictation project to support thirty users across three Probation units. She coordinated the vendor training and provided the new laptop training to the users. Marian was also in charge of the Scopeware document-imaging project and administrated the Scopeware server. Marian has been assigned to numerous Department of Justice (DOJ) systems, including the Sheriff's AJS/ELETE systems, JCPSS and the Megan's Law web application. Marian has been assigned as the Data Systems administrator for the Computer Aided Dispatch Center, the department's first ever dispatch center. Marian's accomplishments are numerous and impact every aspect of the Probation Department.

TEAM AWARDS



LOS PINOS BASIC TRAINING PROGRAM: The Los Pinos Basic Training Program's success is due almost entirely to the enthusiasm and excellent counseling skills of DPCs Larry Baril, W. Scott Duffy, Chad Eledge, Rich Jones, Jim Pinck, and Kristen Shouse. This team developed and implemented this intensive, highly structured three-week program to reduce the number of Los Pinos minors removed to Orange County Juvenile Hall for discipline reasons. The Basic Training Program has been so successful that even documented gang rivals have been housed together without problems. Of the

78 minors who have been referred to Basic Training so far, almost 80% of them have successfully completed the program. The Basic Training Program has also produced eleven graduates who developed sufficient leadership skills to serve as mentors in the program or in other Los Pinos dorms.



INTEGRATED LAW & JUSTICE PROJECT: SPOs Don Beezley and Erik Wadsworth, DPO Ron De La Riva, Senior Systems Programmer Franco Cheuk, Information Systems Technician Ed Frierson, and Data Systems Contractor Mike Shkolnik developed an Internet application that enables the sharing of adult probationers' terms and conditions of probation with other local law enforcement agencies. The team worked with the local police departments to develop this application in such a manner as to address the information needs of the local police departments. This "breakthrough"

application has literally changed the culture and attitudes with regard to information sharing among the county and city law enforcement organizations. It is now a tool utilized as an aid to improve public safety in support of local law enforcement day to day patrol and investigation activities.



IMPACT PROGRAM: SPO Stacey McCoy, and DPOs Doreen Lore, Steve Semotan, John Vulpo, and Gina Wilkie have made significant contributions to the Probation's IMPACT (Immediate Mental Health Processing Assessment Coordination and Treatment) Program. This team assists law enforcement and county agencies specializing in the supervision of mentally ill offenders. They created and implemented a supervision strategy that provides care to mentally ill probationers by assessing and supervising new probation cases upon release from custody and developing a treatment plan in

collaboration with Health Care Agency staff. These deputies monitor probationers' medication, secure residences, and coordinate release and transportation for these very difficult cases. They have helped hundreds of clients lead better lives.



COMPUTER-AIDED DISPATCH CENTER: SPO Bryan Prieto, Technical Systems Specialists James Schenck and Marian Zannella, Dispatchers Linda Mosher and Daniel Riggs, and Senior Office Supervisor Eileen Monville designed, constructed, and implemented the Probation Department's first ever Computer-Aided Dispatch Center in support of field and institutional operations. The Computer-Aided Dispatch Center now provides a new level of safety and support for field staff by logging and monitoring the activities of staff in the field on a nearly real-time basis. The dispatchers can follow

up on the activities of the field staff to ensure safety and provide support resources quickly. Through their hard work and expertise, this team created an important tool that improves officer and staff safety.

SPECIAL RECOGNITION AWARD

THE PCAA/TONY ANKERSEN GOLF TOURNAMENT ORGANIZING COMMITTEE: The organizing committee consists of SPOs Chris Bieber, Rick Borkowski, Dennis Forsyth, and Bill Martin, DPO Sanford Rose, Staff Analyst Lois McKoon, Retirees Don Hallstrom, Bill Takahashi, Nick Zeug, Marcia Fischer and John Nigro, Probation employee Karen Kiddy, and Tony Ankersen's wife, Kay. The tournament was created to honor the memory of DPO Tony Ankersen, who retired from the Probation Department in January 2000 after 38 years of dedicated service. To honor Tony and support an agency and its clients to which Tony committed his life, this team organized an annual golf tournament to raise money for the Probation Community Action Association (PCAA), a nonprofit group that supports Probation programs and clients. In just two short years, this dynamic team has raised over \$11,000 in scholarship funds to assist youth in Probation who are graduating from high school or receiving their GED. The money raised supports young probation clients who want to pursue education or training in an effort to better their lives. This committee's ongoing participation in this annual charity event serves to keep Tony's generous spirit alive in the successes of deserving young people.



From left, Bill Takahashi, Bill Martin, Lois McKoon, Karen Kiddy, Dennis Forsyth, Kay Ankersen, and Sanford Rose. Not pictured, Chris Bieber, Rick Borkowski, Don Hallstrom, Nick Zeug, Marcia Fischer, and John Nigro.